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Welcome to the Franklin College Strategic Plan 2016 - 2026

Thinking Forward – Embracing New Dimensions

Our strategic plan is the culmination of a process begun in November 2015. After months of courageous conversations, careful research, thought-provoking work sessions and hours of drafting and refining, we completed the strategic plan this spring and in May received approval from the Franklin College Board of Trustees to proceed with this exciting endeavor.

I thank everyone who engaged in our strategic planning process, facilitated by EBH Consulting, LLC. Special thanks to three key groups: First, the Strategic Planning Steering Committee, composed of Franklin trustees, faculty and staff. These committee members provided critical leadership during the strategic planning process, ensuring breadth of vision and continuity of values, and encouraging a truly collaborative, inclusive process. Also, the Strategic Planning Task Force of faculty, staff, alumni and students, who brought metrics and depth of perspective to our conversations, helping ensure data-driven decisions. Lastly, my thanks to the Strategic Planning Resource Group members. These faculty and staff members brought their career experience and niche expertise to the table, helping ensure the development of bold, yet realistic goals.

The strategic planning groups were charged with identifying and analyzing the challenges facing Franklin College and to find its opportunities to excel over the next 10 years. The plan that emerged is a firm guide for faculty, staff, trustees and other key stakeholders to use in deciding where to allocate resources to create the strongest future direction for Franklin College.

Our steadfast college mission is to foster independent thinking, innovation, leadership and action for ever-changing professions and a globally connected world. Our clear vision for the college’s future involves building national brand recognition by employing forward-thinking, innovative concepts that will build upon Franklin’s rich tradition of providing life-transforming educational experiences for students. Our restated, cohesive college values uphold and sustain personal, spiritual, intellectual and professional growth for a lifetime.

The unified vision, mission and values provide a coherent framework from which to build as we pursue the six primary goals identified in the strategic plan. Our goals focus on delivering an innovative curriculum in the liberal arts and sciences through immersive, engaged learning that prepares students for success as citizens, leaders and professionals, who can contribute meaningfully in a rapidly-evolving global society. I am confident these initiatives are keys to helping Franklin College provide a rewarding and rigorous educational experience that will produce the best outcomes for students and elevate the institution’s reputation. Through implementation of the strategic plan, I believe we can build a sustainable financial model that will enhance institutional capacity and innovation.

Again, I thank everyone who engaged in this strategic planning process, shaping the contents of this plan and enabling the roll out of an exciting, dynamic guide for the future. I welcome your continuing participation.

Thomas J. Minar, Ph.D.
President
Executive Summary

At the request of its new 16th president, Franklin College’s Board of Trustees launched an ambitious strategic planning process in November 2015. The process was designed to be open and inclusive, with all members of the college community having an opportunity to air their views of the college’s direction and goals. All segments of the community – trustees, faculty, staff, students, alumni and friends – were consulted throughout the process. Leadership was provided by three appointed groups, each composed of trustees, faculty, staff, students and alumni, who guided the process. Beth Herman of EBH Consulting, LLC, facilitated and designed the process.

The Strategic Planning Steering Committee* was co-chaired by Christine S. Fields, chair, board of trustees, and Thomas J. Minar, Ph.D., president. This group oversaw the process, provided breadth of vision and continuity of values, shared big-picture perspective, offered guidance on critical issues to explore and to avoid, participated in all discussions and work sessions and reviewed and provided input to the final draft.

The Strategic Planning Task Force* was chaired by David Brailow, Ph.D., then vice president for academic affairs and dean of the college, and vice chaired by Tim Garner, interim provost, dean of the college and professor of sociology. This group assisted with data gathering, research and analysis and campuswide workshops; members also participated in all discussions and work sessions, and providing expertise and perspective to bring depth and data to the conversation.

The Strategic Planning Resource Group* provided access to a wide range of institutional resources and perspectives, assisted with data gathering, provided needed expertise and perspective to the conversation and assisted with evaluation of peer institutions.

The goal for the groups was to confirm Franklin’s mission, vision and values, and yield priorities that would provide a firm guide for faculty, staff, trustees and other key stakeholders to decide where to allocate resources to create the strongest future direction for Franklin. Data-driven decisions and bold, yet achievable, goals were to be the net product of the process, all the while building excitement and confidence in the future.

The strategic plan took shape over the fall, winter and spring of the 2015-16 academic year. Numerous meetings and workshop sessions, as well as regular communication about the process and results, allowed all constituencies of the college community to provide feedback on the direction of the plan. Several group presentations during the process detailing the ongoing results allowed for face-to-face feedback and utilization of the website provided an additional platform for input.

After months of hard work and critical analysis, the Strategic Planning Steering Committee presented the plan to the Franklin College Board of Trustees, who approved it on May 20, 2016.

The plan is presented in the form of six bold goals with objectives for each. Collectively, they map out a strong-footed future for our college, allowing us to think forward and embrace new dimensions.

*See page 11 for committee rosters.
Franklin College At-A-Glance

Ranked as the number one national liberal arts college in Indiana and 44th in the country by Washington Monthly in 2016, Franklin College provides a liberal arts and sciences education that fosters independent thinking, innovation, leadership and action for ever-changing professions and a globally connected world. With an emphasis on engaged learning opportunities, Franklin offers a Bachelor of Arts degree in more than 50 majors in 24 academic disciplines, as well as a Master of Science degree in athletic training.

Founded in 1834, the college is historically related to the American Baptist Churches USA. It is noteworthy that Franklin began admitting women in 1842, thereby becoming Indiana’s first coeducational institution and the seventh in the nation; that spirit of inclusiveness still characterizes the college today.

Franklin College is proud to be a vibrant part of the Indianapolis metropolitan area and values collaboration benefiting communities and inspiring students. With a short 25-minute drive to downtown, students enjoy the comfort and safety of suburban living, while also experiencing the many opportunities Indianapolis has to offer. The close proximity the college has to Indianapolis opens many doors academically for students, providing access to large companies and non-profits for internship opportunities, as well as service-related volunteer work. Known as the “Amateur Sports Capital of the World,” Indianapolis hosts many elite NCAA collegiate and Olympic events and is the home of the Indiana Pacers and the Indianapolis Colts. Replete with museums and theatres, Indianapolis was recently cited as the number two city for arts and culture by Business Insider.

Professional and leadership development as well as civic engagement are strategically integrated into departmental and liberal arts curricula and require students to connect theory with practice beyond the walls of the traditional classroom. In 2007, the Franklin College faculty reaffirmed their commitment to the liberal arts ideals by endorsing a new curriculum, “Opening a World of Possibilities” which emphasizes three core competencies: Interacting with the world, experiencing the world and understanding the world.

In 2011, following extensive interviews with Indiana business and science leaders and national science associations, the science faculty again reinvented its curriculum to align more closely with the growing demands of the industry. The concept of ‘learning science by doing science,’ the cornerstone of the curriculum, supports hands-on education, emphasizes integration of technology and interdisciplinary teamwork, creates more research opportunities and heightens student-faculty interaction. In October 2016, the board of trustees approved the renovation and expansion of Barnes Science Hall, which will provide increased opportunities for students to ‘learn science by doing science.’

Today, the college has more students majoring in the life sciences than any other field. Athletic training is a strong area of interest among students, who for years have been accepted into successful graduate programs across the nation and landed as certified athletic trainers for professional sports teams, among others. The college rolled out its first-ever Master of Science degree in athletic training in 2016 and is now working on the implementation of its second master’s program, a Master of Science degree in physician assistant studies. Franklin College is exceptionally proud that 83 percent of its graduates applying for medical school since 1981 have been accepted, more than 1.5 times the national rate.
The college has several other strong programs including journalism, business, political science and education. Ninety-five percent of Franklin graduates are employed or attending graduate school within six months of their graduation. Other students are regularly accepted into graduate programs for law, education, optometry and dentistry.

The college maintains its commitment to offering students opportunities for global perspectives, including international internships and volunteerism as well as semesters abroad. The Intercultural Honors Experience, made possible by a $1 million grant from Lilly Endowment Inc., is a travel preparatory program allowing students to participate in a semester-long seminar about a region or topic of global interest; participants reside in a residence hall dedicated to intercultural living and learning. When they complete the semester, they are eligible for travel-study scholarships and when they graduate the program, they serve as mentors for future participants. Further, the college offers faculty-led Winter Term trips abroad each January, which are immersive, three-week study-away experiences preceded by one week of classroom preparation.

Franklin College is a member of the Heartland Collegiate Athletic Conference and a Division III contender in the NCAA. More than 43 percent of students participate in the college’s 21 varsity sports programs, but they are first and foremost students. The college is proud of its commitment to offering athletics programs as part of its traditional liberal arts experience supporting development of a sound body and mind.

The college has a network of more than 11,000 alumni. Many hold leadership roles in education, business, science, journalism, social services and the arts. They often return to campus for special events such as Homecoming and share stories about their days on campus and news about their lives and careers. Many say Franklin challenged their minds, opened their eyes to opportunities, built their confidence and gave them capacity to build a life of which to be proud. While dreams and careers have led alumni to different parts of the world, they always share a common, proud bond as members of the Franklin Family.
Mission

A Franklin College education fosters independent thinking, innovation, leadership and action for ever-changing professions and a globally connected world.

Vision

Franklin College will be nationally recognized as a premier college for engaged learning in the liberal arts and sciences, inspiring students to think independently, to question critically and to live, lead and serve meaningfully.

Values

Franklin College upholds a common set of values that enhances the community and sustains personal, spiritual, intellectual and professional growth for a lifetime. We value:

People of INTEGRITY who exhibit

• honest and ethical conduct and speech
• responsibility in personal, academic and professional lives

Commitment to INCLUSIVITY that honors

• all forms of diversity
• the dignity of self and others
• empathy, sincerity and openness

Culture of INTELLECTUAL CURIOSITY that promotes

• deep reflection about knowledge, beliefs and ideas
• the ability to recognize, formulate and ask discerning questions
• independent thinking

Drive for INNOVATION and CREATIVITY that encourages

• a willingness to take risks
• adaptability to an ever-changing world
• the ability to solve complex problems

Spirit of COMMUNITY that fosters

• a collaborative environment that is responsive to the needs of others
• a supportive, service-minded network
• respect for the personal beliefs, faiths and convictions that give purpose and meaning to our lives
The Strategic Plan
Thinking Forward – Embracing New Dimensions
Franklin College Strategic Plan

Goal 1: Deliver a nationally recognized, innovative curriculum in the liberal arts and sciences through immersive, engaged learning.

Objectives

1. A. Develop and deliver a model of teaching and learning which, through the curriculum and co-curriculum, aligns with a truly distinctive Franklin College approach to the liberal arts and sciences.

1. B. Provide professional development for both faculty and staff to maximize their effectiveness and enable the delivery of our distinctive approach.

1. C. Elevate a Franklin College brand inclusive of a model of teaching and learning that achieves differentiation in a competitive higher education market.

1. D. Verify our brand by determining and enrolling Franklin College’s optimal student mix. Attract and enroll a higher proportion of students who seek, and are prepared for, an immersive, engaged experience in the liberal arts and sciences.

Goal 2: Prepare a diverse Franklin College community to contribute actively to a dynamic and global society.

Objectives

2. A. Increase and celebrate diversity among students, faculty, staff, trustees and other volunteers. Definitions include but are not limited to diversity in race, ethnicity, socioeconomic status, geographic origin, citizenship, physical ability, gender, gender identity, sexual orientation, faith and family tradition of college attendance.

2. B. Provide a robust, inclusive learning environment for students of all backgrounds.

2. C. Build and improve services and resources to support underrepresented students, faculty and staff so they persist and succeed on our campus. Teach community members to think and act inclusively.

2. D. Develop and integrate into the curriculum additional mechanisms to encourage or require study-away.

Goal 3: Develop leaders through a culture of service and through civic and professional engagement.

Objectives

3. A. Deliver curricular and co-curricular opportunities that demonstrably develop and encourage students’ propensity to lead and value others in work and life.

3. B. Foster and steward community partnerships to create service and civic engagement opportunities for all students, during all four years at Franklin College.

3. C. Build alumni and trustee engagement as donor/volunteers in support of the college’s mission.
Goal 4: Ensure the connection and relevance of the college to our local, regional, national and global communities.

Objectives

4. A. Strengthen the college’s reputation and reach in Indianapolis and in regional, national and global communities.

4. B. Highlight student, faculty, staff and alumni excellence to build a more compelling brand presence by reinforcing the value of the college’s traditional strengths and leveraging a distinctive academic program.

4. C. Increase opportunities for students, faculty and staff to do mutually-beneficial work with partners in the business, scientific, arts and civic communities.

4. D. Strengthen the college community’s culture of philanthropy, celebrating private support and inviting passionate philanthropic commitment to the college.

Goal 5: Enhance institutional capacity for innovation and sustainability.

Objectives

5. A. Realize specific, sequenced physical plant improvements and additions.

5. B. Commit to improved science facilities.

5. C. Sustain athletic excellence through stewardship of programs and facilities.

5. D. Maximize efforts toward a sustainable environment, including sustainable energy.

Goal 6: Assure institutional financial stability and stewardship.

Objectives

6. A. Optimize enrollment size and profile to match our vision and goals, while maintaining the accessibility of the college to its students.

6. B. Build new sources of financial support by enhancing marketing, admissions and advancement capabilities through strategic investment and management.

6. C. Build the endowment and maintain financial strength through wise management and new gifts.

6. D. Build relevant, profitable, small-niche graduate programs aligned with the college’s liberal arts and sciences commitment.
Franklin College Strategic Planning

Work Groups Membership

Strategic Planning Steering Committee
Christine S. Fields ’74, (Co-Chair), Chair, Board of Trustees
Thomas J. Minar, Ph.D., (Co-Chair), President
David Brailow, Ph.D., Vice President for Academic Affairs and Dean of the College (retired)
James Due, Member, Board of Trustees
Kristin Flora, Ph.D., Associate Professor of Psychology
Tim Garner ’79, Ph.D., Interim Provost, Dean of the College and Professor of Sociology
Dan Schluge, Vice President for Business and Finance
John Talley, Member, Board of Trustees

Strategic Planning Task Force
David Brailow, Ph.D., Vice President for Academic Affairs and Dean of the College (retired)
Tim Garner ’79, Ph.D., Interim Provost, Dean of the College and Professor of Sociology
Edward Chikwana, Ph.D., Associate Professor of Chemistry
Susan Crisafulli, Ph.D., Associate Professor and Chair of English Department
Keri Ellington, Associate Dean of Students for Student Involvement
Audra Ferguson-Allen ’04, Alumni Representative
Justin Gash, Ph.D., Associate Professor of Mathematics
Elizabeth Sappenfield ’02, Former Director of Financial Aid
Dan Schluge, Vice President for Business and Finance
Artur Schneider ’17, Student Representative
Brooke Worland ’99, Assistant Provost and Dean of Engaged Learning

Strategic Planning Resource Group
Denise Baird, Ph.D., Associate Provost and Professor of Sociology
Deidra Baumgardner, Director of Communications
Richard Erable, Ph.D., Chair of Faculty Steering Committee and Professor of English
Ellis Hall, Vice President for Student Affairs and Dean of Students
Gail Lowry, Vice President for Development and Alumni Engagement
Lisa Mahan ’88, Registrar
Tom Patz, Director of Physical Facilities and Energy Management
Kerry Prather, Director of Athletics and Head Men’s Basketball Coach
Larry Stoffel, Director of Information Technology Services

Marketing & Communications
Deidra Baumgardner, Director of Communications
Theresa Lehman ’00, Director of Marketing