

Seven Rings of Student Value and Impact!

President's Fall 2017 Welcoming Remarks

17 August 2017

Unified Mission. Focused Execution. Accelerated Transformation.
Shared Accountability. Why Heidelberg!

Good morning to everyone! I would like to greet all of our returning Faculty and Staff back to campus and welcome all of our new colleagues to the Heidelberg Family. I hope that all of us enjoyed summer. We are starting our 168th year of educating young women and men at our venerable institution. That is awesome!

I want to extend hearty cheers to Dr. Ginny Gregg and Dr. Daryl Close who are returning from their well-deserved sabbaticals this past spring. I have heard some bits and pieces about their different experiences. It will be great to understand and appreciate more about their individual research, scholarship and travels.

I want to offer special congratulations to Dr. Jo-Ann Lipford Sanders, Dr. Bryan Smith and Dr. Julie O'Reilly for their respective promotions to serve as deans in three of our newly organized schools. These are three outstanding professors taking on significant academic leadership roles! They are joining existing dean Dr. Haseeb Ahmed to lead the implementation of our new academic organization and programming plan. I believe that we will succeed under their administration.

Finally, I would like to tap my H Pin to Mr. Rod Morrison and the Krammes Buildings & Grounds Team, to Ms. Lauren Austin-Smith and the Conferences & Events Team, and to Mr. Jeff Smock and the Heidelberg Parkhurst Dining Services Team for an incredible spring and summer of construction and delivery amid lots of chaotic mess on this campus. We shut down Seiberling Gym for renovations on April 10th and it reopens tomorrow morning. We closed Hoernemann Refectory for renovations on May 15th and it started serving again today. Tiffin City took down the Rebecca Street Bridge on May 25th and the new bridge opened today. Despite challenges with campus access, limited use of facilities, power outages and flash floods, these teams served Trustees and a record-breaking Alumni Weekend in June and about two thousand camp visitors this summer magnificently. Bravo to all for tough jobs well done! And now all of us can attend athletic and other events in our beautiful new gym, eat great-tasting fresh healthier food in our beautiful new dining hall, and walk or ride across our beautiful new T Bridge.

Seven Rings of Student Value and Impact

I would like everyone to envision Heidelberg's *Seven Rings of Student Value and Impact* that will advance our University with current, future and past students. I will talk about our core academic program, our *HYPE Career Ready Program* and other co-curricular programming, our extracurricular programming, our talent and technology, our campus facilities, our campus services, and our student amenities. We need to embrace how hard and diligently we must all work together across all seven of these rings to transform, improve and grow our institution successfully. In aggregate, these rings answer the strategic question of "Why Heidelberg?" in our higher education market.

Undeniably, our *Academic Program* is the core ring. Academic higher education is the main reason why most students attend a college or university. This is the big thing that people pay for with their tuition. It is usually the key factor for initial inquiry and interest up front. It is usually the main reason for strong engagement and retention once enrolled. It is usually the decisive reason for successful learning, graduation and placement beyond. Consequently, our strategic focus has been on Student Education Excellence and Student Total Success. This is why we launched the *Academic Comprehensive Campaign for Excellence* seven years ago, raised about \$56 million to date, and started spending as much of the \$25 million in cash and endowed funds as quickly as possible on the people, infrastructure, programs and facilities of our academic purpose, including cash funding three Endowed Faculty Chairs and a Faculty Professional Development Fund. This is why we moved the Owen Academic & Career Support Center from Student Affairs to Academic Affairs three years ago and have subsequently been strengthening all of its resourcing. This is why we introduced the *PlusOneAdvantage Free MBA Program* three years ago. And so timely for our needs, this is why the implementation of the *Academic Strategic Initiatives for Improvement Plan* is critical now. Led by the Faculty, we are investing more money to transform and improve our core student ring. Most significantly, we plan to add 15 new Faculty lines and increase Faculty salaries aggressively with incentives over the next three years. In addition, there are a lot of ASIIP proposals and we need to move on the best ones. To jumpstart decisive improvement and robust enrollment growth, we must gain Faculty approval this fall for at least four new high demand degree offerings to be introduced next fall. I have tremendous confidence in the ASIIP Implementation Plan.

Our *HYPE Career Ready Program* is the bedrock of the co-curricular ring that must complement, amplify and extend the core *Academic Program*. All of our student engagement, multicultural student affairs, campus ministry, leadership learning, social justice, and community service programming must do similar things. This is why we have strengthened our commitment in these key areas, especially in supporting new multicultural leadership and programming initiatives. To improve student success and their lives, we must provide broader, deeper, and more inclusive transformational learning opportunities for all of our students. This is why we continue to support the biannual *Patricia Adams Lecture Series*, the annual *Lichtman-Behm Genocide Lecture Series*, and the annual *Human Trafficking Awareness Week* programs so earnestly. Most importantly, this is why we are investing heavily in the 4-year rollout of *HYPE* with renewed career-aimed focus on the six learning outcomes in Year 2 of this program. We continue spending the National Machinery Foundation's \$500,000 grant on top quality keynote speakers this year beginning with Nyle DiMarco to inspire us about "Collaboration" on September 14th. We are also sharpening the way that the learning sessions are developed and delivered. I am very confident and excited that we will provide excellent co-curricular programs for our students this year and beyond.

The third student ring of value and impact is our abundance of *Extracurricular Programming*. Our commitment to NCAA Division III student athletics is long and strong. We believe in the NCAA DIII positioning for all student-athletes: "Follow your passions and discover your potential." At about 65% of our student body, we are approximately 20 percentage points higher than the national average for DIII student participation in formal athletics. We are also ranked Number 7th nationally for our student intramurals program. Outstanding! So is our unbridled passion for home grown Greek Life, Student Senate, over 80 student clubs and organizations, and rapidly rising student participation in Music and Theatre inside and outside the majors. Among many other reasons, this is why we renovated Gundlach Theatre a year ago, renovated Seiberling Gym this summer, and have huge restoration and renovation designs for France Hall (where all five of our Women Greek Societies will have permanent homes) next year. To strengthen student engagement, retention, persistence, graduation, and ultimately our alumni relations too, we must continue improving these key affiliation and affinity opportunities for all of our students. My confidence in our coaching, staffing, teaching and advising across these venues of student opportunity is high.

In order to enable and ensure the successful delivery of these three inner student rings of value and impact, our ***Talent and Technology*** must be developed and supported. We should always seek continuous improvement by investing in our human capital and technology infrastructure. We are the critical Faculty and Staff talent to drive success for our students and for ourselves. Talent is a priority. This is why we are taking new approaches and devoting more resources for employee recruitment, professional development, and total compensation now. We want Heidelberg to become a *Preferred Employer Brand* in the job market. Our institutional systems technology is the critical infrastructure to empower success for our students and for ourselves. Technology is a priority. This is why we are investing in the implementation of the *Heidelberg HeiTech 2020 Plan* now. We want students, faculty and staff to harness better uses of new technology across our campus, especially in classrooms and labs. I believe that we have great leadership in Human Resources and in Administration and Business Affairs to guide us effectively in these areas.

The three outer student rings of value and impact start with our ***Campus Facilities***. It makes more of a difference in the hearts and minds of incoming students today than ever before whether an institution's living, learning, socializing and playing spaces are minimally at par with competitive choices. Our residence halls and dining locations really matter because these facilities affect student enrollment dramatically. They help sell first interest up front and help close deposit yield at the back. While acknowledging that today's students often come from homes and high schools with superior sleeping, eating and classroom accommodations, we must be strategic and very intentional to challenge other universities selectively on these priorities. We will not engage arbitrarily in a "facilities arms race." This is why we have invested about \$23 million (almost entirely outside of ACCE) to build or renovate ten living, learning, socializing and playing facilities on our campus over the past eight years. This is why we have addressed Seiberling Gym and Hoernemann Refectory now (and with more to come for Hoernemann next summer). This is why we will take on France Hall and the Welcome Center (to include a new University Bookstore) next. And this is why we will invest more money to improve other residential living, academic learning, socializing venues, and playing spaces going forward. I look ahead energetically to our continuing efforts to make more of our facilities exciting, inviting and uplifting for students.

The sixth student ring of value and impact would be our *Campus Services*. I believe that the four most important areas for colleges and universities to improve their student services for today's student population are in career development and job placement services, food services, mental health and disabilities services, and multicultural student affairs services. Each of these critical services has many dimensions. All of these services are extremely important for the vitality of students and the prosperity of an institution. They all affect the campus community culture significantly. We want all of our students to have desirable jobs and careers, eat great-tasting healthy food, feel supported in all aspects of their health and well-being, and live in diverse and inclusive communities enriched by all people. This is why we developed the *HYPE Career Ready Program* and retooled the Owen Academic & Career Support Center over the past two years. This is why we conceived of "Heidelberg Harvest Fresh," switched to Parkhurst Dining Services, and welcomed their big investments in our multiple dining locations. This is why we have strengthened the staffing, programming and funding of the Stoner Health, Counseling and Disabilities Center substantively over the last two plus years. This is why we are investing in our new Multicultural Student Affairs programming initiatives now, with extra focus on the *R.I.S.E. Mentoring Program* and the *Ubuntu House* to accelerate meaningful and equitable support for underrepresented students. I am enthusiastically bullish about the strong student value of these high impact long-term key initiatives.

Finally, it is important to acknowledge that *Student Amenities* create the seventh student ring of value and impact. Like with campus facilities, we must avoid engaging beyond our capacity and unnecessarily in an arbitrary arm's race against other schools. Yet we must recognize that U.S. college students have been hanging out together and seeking amenities since Harvard College opened in 1636. And amenities matter more today for students than ever before. This is particularly true with regard to residential living, dining services, uses of technology, and socializing spaces. When we opened Talmage Hall in August 2011, it was loaded with living and socializing amenities compared to our current housing stock. Proceeding with France Hall, we need more. With a renovated Hoernemann Refectory, unlimited eating visits per meal, expanded dinner hours, a sharper focus on student dietary needs, a more exciting Berg Bistro 1850, and even a mini convenience store on campus, our new foodservice partner will bring much more "food and social value" immediately. I feel that CNIT has been very responsive to student expectations for campus technology improvements for a long time. As stated previously, the *Heidelberg HeiTech 2020 Plan* will dial up that delivery significantly and we will focus on improving our classroom technology more than ever before. I am excited about these crucial improvements for our students.

Unified Mission

By working together across all *Seven Rings of Student Value and Impact*, our unified mission at Heidelberg University is to build sustainable enrollment growth through stronger student recruitment, engagement, retention, success, persistence, graduation and placement. To operate effectively financially, we need to add about 200 undergraduates and maintain a total full-time undergraduate population of at least 1300 students. To achieve this purpose, we need to become much stronger in all of these enrollment measures and metrics for evaluating student value and impact. Ultimately, our University's student value proposition in the higher education market depends on how we rate and rank across these measures and metrics in the heads, hearts, hands and wallets of students and their families.

We exist to educate students. We succeed by enabling students to be successful in all aspects of their lives while here and to be successful throughout their chosen careers and life paths. Our educational vision, philosophy and values bind us together in our respect for “diverse cultures, religions and lifestyles.” We want our students to “communicate effectively, think critically and serve thoughtfully” with high moral and ethical standards, always productive in their work, engaged in their communities, and acting as responsible citizens of the world. This is what we mean when we nurture our students ... *leading to a life of purpose with distinction.*

In many ways, Heidelberg has been rising successfully toward these student ends over the past decade. But we have lost ground against competition. We need to rise higher and faster now. And we need to be unified together in this mission.

Focused Execution

Our focused execution of the *Academic Strategic Initiatives for Improvement Plan* and other Academic Affairs improvements, the *HYPE Career Ready Program* and other co-curricular programming, and all of the extracurricular programming will determine our overall ascent as an institution. How effectively we develop our employee talent and deploy our student-aimed technology will shape our progress. The presence and pace of making meaningful improvements and upgrades to our campus facilities, campus services, and student amenities will also determine whether we win.

We need to improve Heidelberg in all *Seven Rings of Student Value and Impact*. We need to strike hard with careful planning, thoughtful prioritization, aligned commitment, and persistent determination. We need to focus to execute well.

Accelerated Transformation

Our transformation in recent years must now accelerate. We need to march forward and upward more urgently because world politics, American culture, the job market, student socioeconomic demographics, higher education costs, and our competition are all changing simultaneously at truly hyper speed. There is nothing standing still around Heidelberg anymore. To maintain a belief that we can stand still and prosper as an institution is a walk toward failure.

We need to believe in ourselves more firmly, with greater resolve, and fueled by more purpose than ever before in order to accelerate our transformation. I think that the next three years of how we change and improve will shape the subsequent 25 years and beyond in our school's history. That thought is exhilarating!

Shared Accountability

Our shared accountability for everything we do as one institution will be imperative. Heidelberg cannot fulfill its purpose to serve the education of students successfully, and we cannot accomplish our unified mission to build sustainable student enrollment successfully, unless all Faculty and Staff are aligned together on these aims with the stated outcomes clearly in mind.

There should be no mystery for any of us. We are the makers of our own destiny as a 167-year old university with aspirations to become better, bigger, stronger and smarter. We must measure all of the important results. The external student market will line up at the front door, enter, engage and succeed, or not. We are the judges of our own efforts and outcomes. I believe that we will succeed as one University Team if we care more about each other, about each other's work, about working with a sense of collaboration and partnership, and about holding each of us more accountable for what happens. We will rise or fall together.

Why Heidelberg!

Our strategic question "Why Heidelberg?" has loomed over us for eight years. It will be answered positively if we unify in this mission, execute our plans with focus, transform our school at an accelerated rate, and hold ourselves accountable for shared measurable results. We must improve student value and impact in all seven rings to advance this institution! When we succeed, this question about Heidelberg's perceived and real value in the higher education market will be answered with exclamation in the affirmative.

To support all of our efforts and all of these key initiatives, we will ramp up our branding and marketing sharply. In the coming weeks and months, the Marketing & Communications Team will be sharing the new Heidelberg Brand Guide. The heart of the guide is the Brand Pyramid. It is grounded on Pillars (everything that we provide such as an “Environment of Opportunity”) and Attributes (how we deliver what we provide such as with a “Caring Spirit”). From these characteristics, our Brand Essence (the internal sense of who we are as a University) and our Brand Positioning (the external-facing sense of value in what we offer) emerge.

This excellent work has been led by Ms. Rachel Hiser over the past six months. She has summarized the essence of the Heidelberg University brand in terms of “Defining Moments.” These are the moments, relationships and experiences that matter most to our students. They might be a life-changing point of learning, a deep reflection or new insight that shapes what comes next, or a profound learning experience that defines one’s future path with clear purpose. To be sure, our students are “*defining moments*” while at Heidelberg and they are experiencing “*defining moments*” while at Heidelberg. I think that Ms. Hiser has described our essence with compelling, powerful and useful precision.

It is in this branding context and institutional spirit that I conclude my Fall 2017 Welcoming Remarks by saying that we are standing at our Defining Moment. For the honor of Heidelberg’s 167 years that has preceded us, for the legacy of the University’s next 100 years that we can help shape, and most importantly, for the ultimate value and impact that we can all bring to the lives of our current, future and past students, we hold *Heidelberg’s Defining Moment* in our hands now.

I would hope that we all carry this great privilege of stewardship and awesome task of responsibility together ... ever forward and always upward.

With the anticipation of seeing everyone at our Employee Family Picnic here on campus next Friday, my best wishes to all for a great 2017-2018 academic year!

Thank you.

Defining Moment ... Why Heidelberg!