



MARTIN
UNIVERSITY

2022-2027
Strategic Plan



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Letter From the President

Dr. Sean L. Huddleston



On behalf of the Martin University family, it is my pleasure to present our 2022-2027 Strategic Plan titled *Mission Driven and Future Focused*. The goals and strategies outlined in the five-year plan represent a transformational approach to sustainability and innovative growth for Martin that builds upon the dream and legacy of our illustrious founder Father Boniface Hardin. Under this plan, our efforts will be uniquely aligned with the vision, mission, and core values of the University while ensuring that our students, faculty, staff, alumni, community, and friends remain engaged in our collective progress and success.

The Strategic Plan will guide our actions and interactions over the next five years and culminate in 2027 when we celebrate the 50th anniversary of our beloved institution. To assist in our planning efforts, internal and external constituents came together over a six-month period to carefully identify current and future challenges and opportunities for Martin University to consider and address. Our strategic plan consultants, Schunk Moreland Strategies, facilitated discussions that generated thoughtful ideas and input with these stakeholders during each stage of the plan development process. My only direction was that everyone should have the opportunity to engage in the process and be encouraged to think boldly, dream big, and avoid complacency.

“

...everyone involved in the development of our five-year strategic plan understood the importance of Martin University being mission driven and future-focused.

”

I can say with confidence that everyone involved in the development of our five-year strategic plan understood the importance of Martin University being mission-driven and future-focused. As Indiana's only Predominantly Black Institution (PBI) of higher education, we are uniquely positioned to help resolve the racial equity gaps in educational attainment, economic mobility, and other factors that have caused persistent disparities. The implementation and ultimate achievement of the goals and strategies outlined in our mission-driven and future-focused strategic plan will ensure and help crystallize the bright future that awaits this great institution.

Yours in Service,

Dr. Sean L. Huddleston
President



Marion University
Indianapolis, Indiana

CLASS
OF
2021



Higher Learning

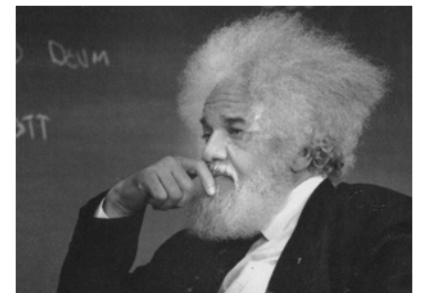
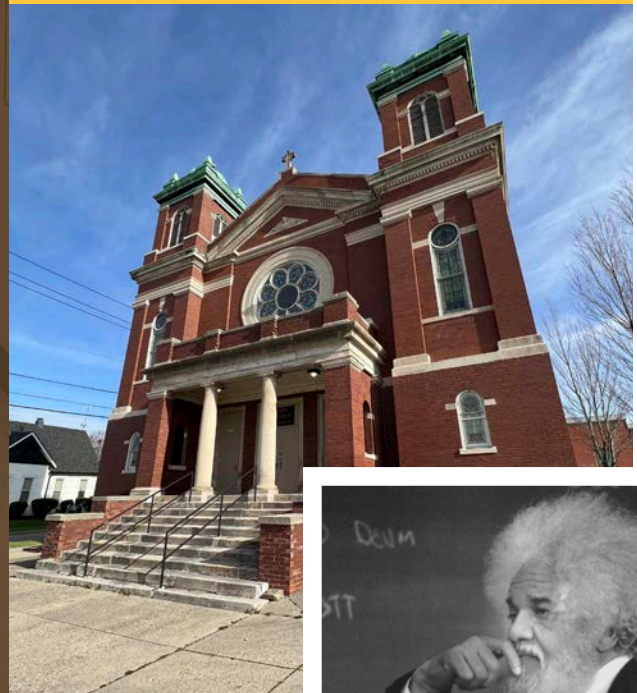
History of Martin University

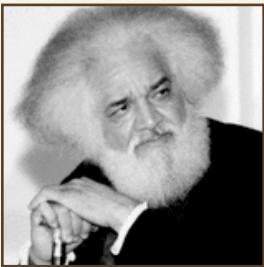
Martin University is the state of Indiana's only predominantly African American institution of higher education. Founded by Reverend Father Boniface Hardin and Sister Jane Shilling in 1977, the private, not-for-profit university is named after two influential "Martins," Reverend Dr. Martin Luther King Jr. and St. Martin de Porres. The latter was a Peruvian Roman Catholic Saint who dedicated his life to serving the poor and became the first bi-racial Catholic Saint. Originally located at 35th Street and College Avenue, Martin University is now situated on North Sherman Drive in the Martindale-Brightwood neighborhood of Indianapolis, Indiana.

Most historically African American colleges and universities in the United States, such as Tuskegee University and Bethune-Cookman University, were established in the mid-to-late nineteenth century to provide valuable knowledge and skills to African Americans in order to promote equality and provide opportunities for formerly enslaved people. Although Martin University was established a century after many of these historical

1977

“ Father Boniface Hardin was the first president of Martin University and led the institution from 1977 until he retired 30 years later in 2007. ”





Fr. Boniface Hardin

institutions, it was founded on the same values of freedom. Established in 1977 during a time when educational opportunities were limited for African Americans who lived in the inner city of Indianapolis, the original mission of the university was “serve low-income, minority, and adult learners” in the Indianapolis community.



Sister Jane Schilling

Co-founder, Boniface Hardin, was the first president of Martin University and led the institution from 1977 until he retired 30 years later in 2007.

Under Hardin’s leadership the small university earned accreditation and became a fixture in Indianapolis. Following Hardin’s retirement Martin University went through a period of unstable leadership as three

presidents passed through the institution in a five-year period. Dr. Eugene White, former superintendent of Indianapolis Public Schools and friend of Boniface Hardin, came out of retirement to assume the position of president of Martin University in August 2013. Under his stable leadership the institution put a strategic plan in place to get out of debt and improve its standing with the government and local community.

Martin University celebrated the 40th anniversary of its founding in 2017, a triumph made even greater by the institution’s recent rejuvenation. In 2019, Dr. Sean L. Huddleston, former Vice President and Chief Equity and Inclusion Officer for the University of Indianapolis, succeeded Dr. Eugene White as president of Martin University. Martin University has long-served Indianapolis as an urban educational center of excellence and is on the path for continued growth in the coming years.

“...the private, not-for-profit university is named after two influential “Martins,” Reverend Dr. Martin Luther King Jr. and St. Martin de Porres.”

Schunk Moreland Strategies engaged multiple stakeholders to develop our goals and strategies using the top themes identified during the strategic plan development process. They utilized a “Why? What’s Stopping Us?” analysis to determine why we wanted to complete a specific goal and what might stop us from achieving that goal. This exercise led to strategies and tangible actions to help fulfill our mission.

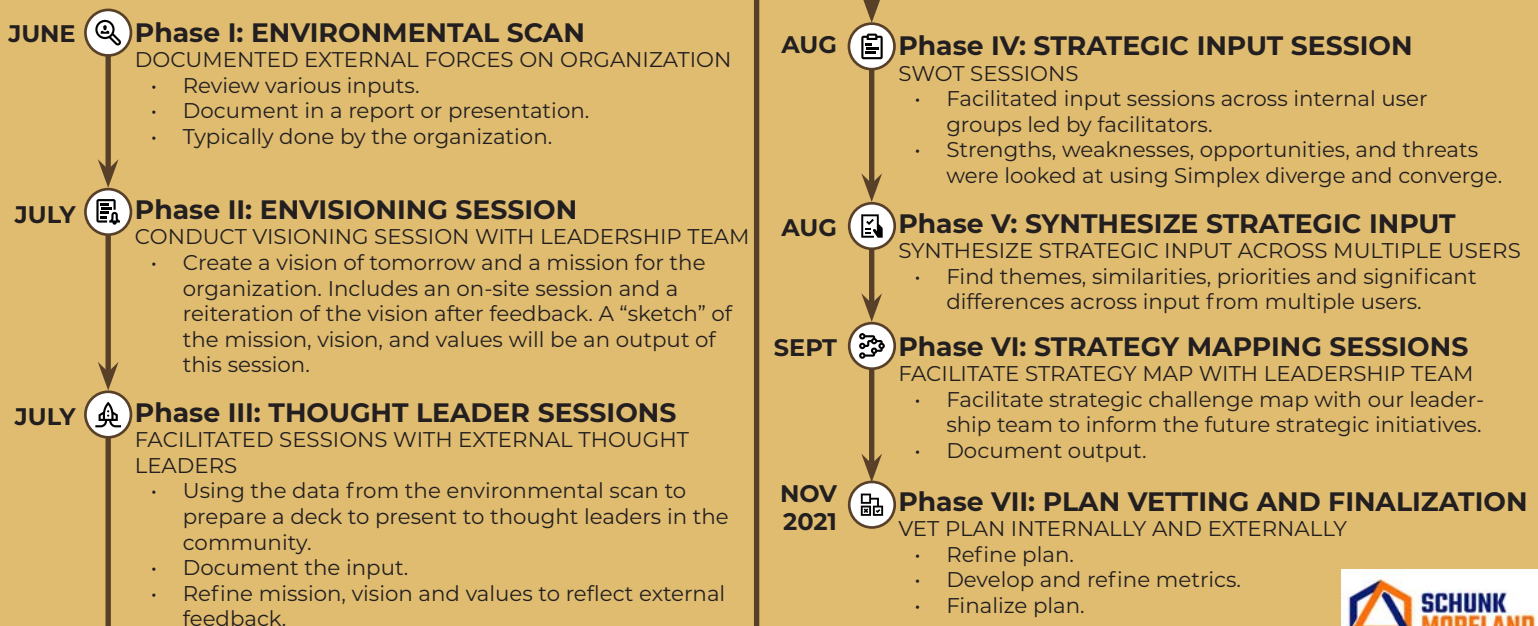
Strategic Planning Process

To assist with developing our strategic plan, we engaged Schunk Moreland Strategies (SMS) as our consultant. SMS developed a strategic planning process that focused on the following primary objectives:

- Strategy Input Sessions to allow greater input by key users: students, faculty, administration, employers, government, and other key community stakeholders.
- Leadership input to create a clear vision for what we want “tomorrow” to look like at Martin University.
- Finding common themes and insights from the results of the strategy input sessions.
- Facilitating the strategic challenge map with the university’s leadership team using the vision for tomorrow and the results from the Strategic Input Sessions as the foundation for finding the gaps and building a road map between our “today” and our “tomorrow.”

Strategic Planning Process

SMS ORGANIZED OUR STRATEGIC PLANNING PROCESS INTO SEVEN PHASES AS NOTED BELOW:



Martin University Vision, Mission, and Core Values



Vision:

Elevate the landscape of education while providing transformative opportunities, inclusive support, and service to our communities.



Mission:

As Indiana's only Predominantly Black Institution of Higher Education, Martin University educates and develops diverse workforce-ready students in an inclusive, supportive and collegiate environment.



Core Values:

Excellence - We strive for and expect the very best in everything we do.

Opportunity - As a student-centered institution, we see opportunity in everything and believe that everyone has the potential to achieve success.

Transformation - We believe in the power of positive change and the benefits of transformative thinking and actions that revolutionize individuals, places, and society.

Innovation - We stimulate and encourage creativity as a means for achieving progress and avoiding complacency.

Collaboration - We are at our best when we work together. Cooperation, trust, and teamwork lead to collective impact.

Servant Leadership - We believe that the best leaders are those who are committed to serving others by uplifting and empowering people and communities.



Goals and Strategies

Outreach and Enrollment

Martin University's divisions of Enrollment Management, Academic Affairs, Institutional Advancement, Marketing, Communications and External Relations will work collaboratively in leading our efforts to improve outreach and new student enrollment over the next five years. Our focus will be on ensuring that we are attracting new students to Martin University with innovative and highly effective marketing and recruitment efforts that deliver an excellent enrollment experience. At the same time, we will ensure that current students are exceptionally engaged and served so that they persist at Martin to graduate.

Goal 1: Grow enrollment among the populations Martin seeks to serve.

Strategy 1.1 Diversify our student population

- a. Develop and implement a 3–5-year Strategic Enrollment Plan focused on recruitment, retention, and degree completion.
- b. Investigate new methods for recruiting and serving 18 to 24-year-old students, including outreach, campus amenities, student services and engagement strategies.
- c. Explore more dual enrollment opportunities to help create a college mindset, culture and pipeline.
- d. Improve recruitment and enrollment of Graduate and Transfer students.
- e. Provide enrollment options for non-degree seekers.

Strategy 1.2 Further streamline to improve the admissions process and enrollment cycle

- a. Identify the tools needed for effective and efficient pipeline management.
- b. Develop and implement the structure needed.
- c. Evaluate, enhance and streamline the transfer enrollment process.
- d. Cultivate and look for opportunities to connect with diverse markets.
- e. Create plans with Academic Affairs to include department level recruitment.

Outreach and Enrollment

Strategy 1.3 Maximize marketing to be a strength of the University

- a. Develop a 3-5 year Strategic Marketing and Communications plan to align with the Strategic Enrollment plan.
- b. Establish an annual review of all marketing and communications initiatives for each division.
- c. Implement a funnel marketing strategy to engage with multiple new student enrollment personas utilizing automated communication marketing tools.
- d. Identify, implement and coordinate the effective use of email, social, geo-targeting, and traditional campaign marketing tools for more efficient campaigns to improve tracking and increase analytical results.
- e. Identify a pool of current and former students to serve as narratives for university marketing to better share the value proposition of Martin University as a Predominantly Black Institution.
- f. Evaluate and target the most successful programs, and design marketing campaigns that target personas to focus on those groups of potential students.

Strategy 1.4 Provide financial incentives for students to increase enrollment

- a. Increase the access rate by developing strategies that remove financial barriers for students eligible for the Pell Grant.
- b. Develop a proactive scholarship program that supports timely enrollment, retention and graduation.
- c. Analyze retention and persistence data to identify which populations might benefit from additional gift assistance.
- d. Identify donors to support enrollment efforts.

Strategy 1.5 Improve our campus buildings and grounds

- a. Implement recommendations from the 2021 IFF Facilities Assessment.
- b. Address all deferred maintenance issues that have existed for three years or longer.
- c. Identify opportunities to improve campus aesthetics, especially in high-traffic and high-visibility areas of the campus.
- d. Create a space for student engagement, networking and connections.



Goals and Strategies

Academic Affairs



Martin University recognizes that offering strong academic programs that effectively educate and prepare students for career success are vital. Working collaboratively across the university the Academic Affairs Division will lead our efforts to hire, develop, and support uniquely qualified and well-trained faculty. Hiring and retaining faculty who are subject-matter experts helps to ensure that our students receive the top-notch educational experience they deserve. These elements combined with securing mutually beneficial partnerships with others, will guide our efforts over the next five years to transform our academic enterprise through innovation and the pursuit of academic excellence.

Goal 2: Establish and grow programs to enhance our academic presence and relevance.

Strategy 2.1 Implement the Academic Affairs Master Plan

- Ensure that new and existing academic units are fully operational.
- Create a new Academic Advising department that is highly functioning and fully resourced.
- Establish and streamline processes for adding and assessing degree programs.
- Establish the nation's first Research Institute dedicated to studying PBI's.

Strategy 2.2 Further enhance the quality of teaching and student academic outcomes

- Continue to hire highly qualified full-time and adjunct faculty.
- Enhance faculty development and assessment practices.
- Meet or exceed institutional student learning outcomes for every academic program.

Academic Affairs



Strategy 2.3 Focus on academic programs that meet the needs of the workforce in high-wage career pathways

- a. Ensure that all academic programs are aligned with Martin WORKS.
- b. Conduct market research studies on future workforce demand and wages to inform our academic program offerings.

Strategy 2.4 Partner with employers, K-12, higher education partners and the community to share resources to enhance our academic programming

- a. Create Industry Advisory Groups for each academic unit.
- b. Identify collaboration and course-sharing opportunities with other colleges and universities.
- c. Enhance and expand dual enrollment with K-12 partners.

“My expectation for academic excellence at Martin University is that all degree programs are driven by research that provides alignment of our educational offerings with current and future high-wage careers and high workforce demand jobs. I will know that we have reached academic excellence when our students walk across the stage at graduation with a diploma in one hand and a job offer in the other.”

Dr. Mattie L. Jones, Ph.D.
Provost and Executive Vice President
of Academic Affairs

Goals and Strategies

Workforce Alignment



Martin University is deeply committed to helping resolve the persistent equity gaps for specific industries and our region while educating and preparing talented students for high-demand, family-sustaining careers. With Martin WORKS as our foundation for career preparation and development we will spend the next five years focusing on providing outstanding career development, exploration and support experiences for our students. Our efforts will help them consider career possibilities, pursue opportunities, gain experience and make thoughtful decisions related to their professional development. We will also develop and enhance employer partnerships that respond to workforce development needs and opportunities through intentional engagement, with the goal of becoming a top-choice talent development source for employers.

Goal 3: Align Martin University with workforce demand and position the institution as a top choice for employers.

Strategy 3.1 Elevate Martin WORKS and scale up the program

- a. Apply to become a federally designated Work College by 2024.
- b. Ensure all academic programs include a component of Martin WORKS.
- c. Align Martin WORKS with the Ivy Tech Career Coaching and Employer Connections (CCEC) programs.
- d. Expand Career Resource Center staffing and support services.

Strategy 3.2 Develop intentional alignment with industry leaders and employers

- a. Create Industry Advisory Boards for every academic unit.
- b. Increase intentionality by applying resources to workforce alignment.
- c. Actuate an effective communication strategy to automate and track the nurturing of industry leaders and employers to increase their engagement and involvement.

Strategy 3.3 Accelerate student competency and completion in high-demand careers

- a. Fully adopt and launch stackable credentials for degree programs.
- b. Align internships required by academic programs with Martin WORKS apprenticeships.

Workforce Alignment



Strategy 3.4 Differentiate ourselves from our competitors by enhancing marketing and addressing the brand perception in the marketplace

- a. Develop and implement a Strategic Marketing Plan that focuses on brand recognition, reputation and promise.
- b. Define and promote the uniqueness of Martin University as a PBI beyond the demographic make up of the institution.
- c. Focus marketing and messaging on our transformation and future.
- d. Integrate the success stories of Martin WORKS students and employer partners into our overall communication strategies.

“Martin WORKS is considered to be the transformative initiative for the university that will deliver on the brand promise that we have made to our students, to our community and to this great state.”

Dr. Sean L. Huddleston
President

Goals and Strategies

Student Success



Everyone at Martin University plays an important role in helping to enable and ensure success for our students. We believe that higher levels of student retention, persistence, and engagement require a comprehensive approach and will focus our efforts over the next five years on prioritizing student success. Effective and informed advising and coaching will help ensure that students succeed academically. Mentorship and engagement with alumni, the community, and each other will help students achieve a sense of belonging at Martin and empower connectivity while helping to build social capital. Providing meaningful wrap-around student support services will assist with addressing and removing barriers that could distract from their success. Ultimately, Martin University will be a higher education destination where all students are able to thrive and succeed.

Goal 4: Engage with our current students and alumni to increase retention and completion.

Strategy 4.1 Enhance student advising, support and engagement to increase retention and completion

- a. Formalize and enhance our student orientation and on-boarding process.
- b. Utilize data to inform enhanced academic advising and academic support initiatives (i.e., tutoring, proactive advising, supplemental instruction, etc.).
- c. Establish mentorship programs, including student to student, and ensure every student has a Martin and external partner mentor.
- d. Provide additional best-in-higher-education “barrier removal” wrap-around support services.
- e. Enhance and expand childcare options on campus and develop ways to engage with and develop students’ children.
- f. Expand the creation and support of student-led organizations on campus.
- g. Create a common area and programming for students to congregate, network, and fellowship.

Strategy 4.2 Increase Alumni Engagement

- a. Help strengthen the role of the alumni association as an individual entity.
- b. Better connect with our more recent graduates.
- c. Create a sense of belonging for alumni and maintain connectivity.

“ While Martin has always been a special place in our community, the transformative years ahead will exceed Father Hardin’s dream of what Martin University can be and will allow us to celebrate the vision of those that laid our foundation. ”

Ezell F. Marrs III, MM, SPHR
Executive Vice President
of Enrollment Management



Goals and Strategies

Institutional Culture, Operations and Capacity

Martin University is transitioning from surviving to thriving. We will spend the next five years building on that momentum by advancing a culture of transformation and innovation in our operations, finances, workforce and work environment. Our efforts over the next five years will result in more effective communication and collaboration among our departments and team members, and generate more effective and efficient policies, processes and practices throughout the university. We will also focus on generating more financial resources. Being good stewards of those resources will propel Martin into a sustainable and rewarding future.

Goal 5: Create a culture that results in operational excellence and an exceptional experience for Martin University team members

Strategy 5.1 Establish and communicate inter-departmental collaboration as the norm

- Provide role clarity and ensure individual staff can perform duties assigned.
- Refine cross-functional university standing committee structures and charges.
- Provide training on team-based creative and collaborative problem-solving.

Strategy 5.2 Enhance our Human Resources Infrastructure

- Expand HR Department staffing levels.
- Conduct succession planning and staff retention initiatives to ensure workforce continuity and reduce employee turnover.
- Develop and implement a formal professional development program for employees.
- Focus on policy development and process improvement.

Institutional Culture, Operations and Capacity



Strategy 5.3 Improve long-term financial stability and enable growth

- a. Launch a capital campaign.
- b. Employ a more inclusive and data-informed annual budget development process.
- c. Generate alternative and supplemental sources of revenue for the University.
- d. Build operational capacity and reduce expenses through outsourcing, consortium participation, and collaboration with other higher education institutions.



The culture of our institution represents the very foundation from which we build. It's the essence of who we are and how we live out our core values each day. Ensuring that we are operating efficiently and with the resources needed to achieve our goals helps sustain and grow our culture.

CERTIFICATE
OF APPRECIATION

Donna Anderson

Goals and Strategies

Community Engagement



As a “Communiversi^{ty},” Martin recognizes that we must serve as an anchor institution that is dedicated to advocacy, service and support for the communities in which we live and work through education and mutually beneficial partnerships. Over the next five years our community engagement efforts will be dedicated to defining and strengthening our presence and efficiency as an institution that values and espouses servant leadership. As a Predominantly Black Institution we recognize and embrace our call to lead in diversity, equity, inclusion research, scholarship and practices. Accordingly, we aim to become a leading institution for education, training, and the development of practices that address racial inequity in all of its forms.

Goal 6: Establish Martin as a “Communiversi^{ty}” to activate the strength and resiliency of the community.

Strategy 6.1 Establish Martin as a Community Anchor

- a. Enhance and promote collaboration to create mutually beneficial partnerships for a stronger community ecosystem.
- b. Explore and implement new community engagement initiatives that can be bolstered through the use of Martin’s buildings and grounds.
- c. Broaden our capacity to better support the needs of our region through knowledge, connectivity and engagement.
- d. Serve as a higher education resource for addressing community concerns and opportunities.
- e. Promote educational attainment as a vehicle for community service and development.
- f. Position Martin University as an institution of higher learning that is not only “in” the community but “of” the community.

Strategy 6.2 Amplify the MU National Center for Racial Equity and Inclusion (NCREI)

- a. Develop DEI consultancy and training practice for communities, businesses, institutions and organizations.

Community Engagement



- b. Become a Community of Practice and coalesce organizations, agencies, institutions, and individuals focused on advancing racial equity.
- c. Serve as a training and up-skilling source for new, emerging, and seasoned DEI professionals.
- g. Include the NCREI in all marketing and communication vehicles to provide a connection between the university and the work of the NCREI.



“The National Center for Racial Equity and Inclusion serves as a premier entity in the field of diversity, equity and inclusion by conducting meaningful social justice programming, impactful consultation and the sharing of relevant industry information. While operating within the DEI Foundational Model, the NCREI is industry leading in up-skilling and upscaling the DEI field and DEI professionals.

”

Davyd Hall
Executive Director
National Center for Racial Equity and Inclusion

Metrics and Key Performance Indicators

Outreach and Enrollment

Goal 1: Grow enrollment among the populations Martin seeks to serve

- ❖ Increase in Undergraduate Enrollment.
- ❖ Increase in 18-24 Enrollment (as a % of enrollment).
- ❖ Increase in Transfer Student Enrollment (as a % of enrollment).
- ❖ Increase in Graduate Enrollment.

Academic Affairs

Goal 2: Establish and grow programs to enhance our academic presence and relevance

- ❖ 100% of Academic Master Plan Implemented.
- ❖ 85% or more of students meet or exceed student learning outcomes.
- ❖ Increases in the percentage of students enrolled in academic programs aligned with mid to high-wage, high-demand careers.

Workforce Alignment

Goal 3: Align Martin University with workforce demand and position the institution as a top choice for employers

- ❖ At least 50% of students participating in Martin WORKS.
- ❖ Increase in the number of Martin University Employer Partners.
- ❖ By 2027, at least 80% of graduates in mid to high-wage, high-demand careers within one year of graduation.

Student Success

Goal 4: Engage with our current students and alumni to Increase retention and completion

- ❖ Increases in our Fall-to-Fall Retention Rate.
- ❖ Increases in our four-Year Graduation Rate.
- ❖ Increases in our six-Year Graduation Rate.

Institutional Culture, Operations and Capacity

Goal 5: Create a culture that results in operational excellence and an exceptional experience for Martin University team members

- ❖ Increases in Employee Engagement Survey score (survey to be developed in year 1).
- ❖ Increases in Operating Budget and improved budget performance.
- ❖ Increases in Gifts and Grants Revenue.

Community Engagement

Goal 6: Establish Martin as a “Communiversities” to activate the strength and resiliency of the community

- ❖ Increases in Community Engagement Survey Score (survey to be developed in year 1).
- ❖ Increases in MU National Center for Racial Equity and Inclusion (NCREI) Net Revenue.
- ❖ Increases in DEI Leadership Score (DEI Leadership Index to be developed in year 1).

Acknowledgments

We are deeply appreciative of the many internal and external stakeholders who contributed to the development of our 2022-2027 strategic plan. We know that we cannot achieve our desired results alone and are thankful for friends and partners who are committed to Martin University's mission and future success. A heartfelt and special thank you goes out to you.

Alliance for Northeast Unification
Concerned Clergy of Indianapolis

City of Indianapolis Office of
Neighborhood Engagement

Edna Martin Christian Center

Eleven Fifty Academy

EmployIndy

Engaging Solutions

Independent Colleges of Indiana

Indiana Dept. of Education

Indiana Dept. Of Workforce
Development

Ivy Tech Community College

Martindale-Brightwood
Community Development
Corporation

Martin University Alumni
Association

Martin University Board of
Trustees

Martin University Faculty

Martin University Staff

Martin University Students

Office of Equity, Inclusion and
Opportunity – State of Indiana

Red Cross - Indiana Region

Schunk Moreland Strategies

Strada Education



© 2022 Martin University
Indianapolis, IN 46218



317-543-3231



communicationsdept@martin.edu



2186 North Sherman Drive
Indianapolis, IN 46218