Strengthening the Core.
Completing the Campus.
Achieving Financial Sustainability.
Olivet Nazarene University has before it a set of opportunities unmatched since its founding in 1907. The landscape of higher education is dramatically changing. The future calls for a balance of careful consideration, thoughtful response and bold, timely action.

This is a decisive moment for the University.

“Unless the Lord builds the house, the builders labor in vain” (Psalm 127:1).

From its earliest days, Olivet Nazarene University has had a sense of destiny. During its first century, Olivet grew step-by-step from humble beginnings to its present state as a vibrant, Christ-centered University with global reach and a well-regarded reputation of scholarship and faithfulness. Through the years, the University has consistently aspired to excellence in undergraduate, graduate and professional education.

At Olivet Nazarene University, the Christian faith takes the “great engine” of education and fuels it with the Spirit of God. Thus, the vision for Olivet is an ambitious effort, which can only be fully realized through His blessing and provision.

“Education is the great engine of personal development. It is through education that the daughter of a peasant can become a doctor, that the son of a mineworker can become the head of the mine and that a child of farmworkers can become the president of a great nation. It is what we make out of what we have, not what we are given, that separates one person from another.”

—Nelson Mandela

With faith and determination, we believe that each generation of Olivet Nazarene University must reconnect with its founding purpose and articulate in fresh ways its plans for the future, mindful of collective dreams, capacities and challenges.

We must remain true to the founding vision, mission and values that have guided this University for more than a century. At the same time, we must embrace new opportunities to provide an Education with a Christian Purpose to new audiences in the midst of an ever-changing world. The best campuses are aggressively developing new models for effective university education. As a leader in Christian higher education, Olivet Nazarene University is well-positioned to effectively serve a broader constituency.

Vision 2022 seeks to define an aspirational future for Olivet Nazarene University, focusing ideas, resources and the connectedness of the University on a strategic, measurable course toward that vision.
A DECADE OF ACCOMPLISHMENT

Vision 2022 publicly declares the commitment of the University to a strategic process, designed to turn a shared vision into action. It charts a specific course for growth and development from July 1, 2013, through June 30, 2022, building on many of our accomplishments over the past decade.

Between 2003 and 2012, the University’s course was set by the Centennial Plan. This time of growth and expansion included the successful completion of 10 bold objectives that have positioned Olivet Nazarene University for this moment.

Promises to Keep

Capital Campaign 2004-2010 | Closing out Olivet’s first century and strengthening the foundation for the next, this campaign raised $25 million. The annual fund grew beyond expectations, and the number of major gifts was unprecedented. As the capstone project, Centennial Chapel became the focal point and heart of the Olivet experience – a place where the entire Olivet community could worship together and a venue for hosting concerts and community events.

Hong Kong Extension 2006 | Olivet partners with the Hong Kong Institute of Christian Counselors to train professional counselors in faith-based, peer counseling. The program’s goal is to equip students for integrating biblical values with sound counseling principles and practices. This focus is in response to the great need for support of their country’s individuals and families who are dealing with tragedies, violence, social problems and psychological challenges.

First Doctoral Program – Doctor of Education in Ethical Leadership 2007 | Geared toward the working professional and life-long learner, this three-year program prepares exemplary leaders for service in their professions. It includes the dissertation, a rigorous and challenging curriculum in a cohort group, and personal and direct interaction with professors and cohort members. Dr. Houston Thompson became the program director in 2011.

Centennial Celebration 1907-2007 | At the turn of the 20th century, a small group of Illinois men and women had a big dream of providing Christian education for their children. They gave all they had in 1907. Today, Olivet stands as a tangible reminder of God’s faithfulness to their sacrifice. Their original dream – “Education with a Christian Purpose” – continues as the University’s mission.

Honors Program 2007 | Designed to provide academically talented students with fulfillment and success in their academic pursuits, Olivet’s Honors Program graduated its fourth cohort in 2014. The mission is to help these students develop their full potential during the college years and beyond. The mission is to create a culture of success through collaborative programming across Olivet’s campus.

Campus Wide Program Quality Initiative 2009-2014 | “The March Toward Meaning” focused on full-time faculty’s documentable gains in scholarship, program competence and community engagement. The stated work model was 75 percent teaching, 10 percent scholarship projects and 15 percent University service.

This model was put in place to encourage a faith-integration agenda while continuing to excel as an instruction-focused school in a way that ultimately benefits students.

Betty and Kenneth Hawkins Centennial Chapel 2010 | Seating 3,000, this is a sacred place for presenting the gospel. The cross, elevated 100 feet high, is visible from most locations on campus. Weekly chapel services for students, faculty and staff, as well as concerts and large group events, take place here. The Ruffatti pipe organ with 125 ranks rivals those found in the cathedrals, churches and concert halls of the U.S. and Europe.

First Endowed Faculty Chair 2012 | Dr. Carl Leth, dean of Olivet’s School of Theology and Christian Ministry, holds the University’s first-ever endowed professorship. Established through a $1.2 million gift, the “Reverend Dr. Fay Quanstrom Chair of Pastoral Ministry” provides encouragement and support to faculty engaged in preparing women and men to follow God’s call to ministry as both volunteers and professionals.

Douglas E. Perry Student Life and Recreation Center 2012 | Named in honor of the University’s vice president of finance, this facility is designed to strengthen community among students. It is also the site of intramural and intercollegiate athletic competitions. With 168,000 square feet, it includes: an eight-lane, 200-meter running track with Mondo surface; two pools, including a 10-lane competition pool; a four-story rock climbing wall; a 72,000-square-foot field house with track and four basketball courts; and workout facilities.
Our success in strengthening the University through the Centennial Plan is reflected in strong enrollment growth and academic quality improvement.

### A DECADE OF INCREASE

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2012</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total enrollment</td>
<td>4,319</td>
<td>4,541</td>
<td>4,877</td>
</tr>
<tr>
<td>Traditional undergraduate students</td>
<td>2,079</td>
<td>2,718</td>
<td>2,890</td>
</tr>
<tr>
<td>Residential students</td>
<td>1,673</td>
<td>2,148</td>
<td>2,338</td>
</tr>
<tr>
<td>Minority students</td>
<td>14.7%</td>
<td>20%</td>
<td>22.4%</td>
</tr>
<tr>
<td>Mean ACT score</td>
<td>22.74</td>
<td>23.57</td>
<td>23.85</td>
</tr>
<tr>
<td>Retention</td>
<td>74%</td>
<td>76%</td>
<td>77%</td>
</tr>
<tr>
<td>Student to faculty ratio</td>
<td>21:1</td>
<td>17:1</td>
<td>17:1</td>
</tr>
<tr>
<td>Undergraduate degrees awarded</td>
<td>406</td>
<td>600</td>
<td>541</td>
</tr>
<tr>
<td>Graduate degrees awarded</td>
<td>564</td>
<td>765</td>
<td>734</td>
</tr>
</tbody>
</table>

2003 to 2014
Unprecedented challenges are putting higher education at risk for the near and long-term future. Economic pressures, added competition, unstable and shifting funding sources — along with the rapid pace of technological change — create an uncharted course for colleges and universities. On the whole, experts agree that an unwillingness to broaden beyond the time-tested patterns that have sustained American higher education through the last century will erode the foundation of many campuses.

Even with our accomplishments, we cannot ignore the landscape before us. One need not look far to see the realities of the state of higher education.

Olivet Nazarene University’s success over the past decade runs contrary to trends in higher education.

“As many as half of the 4,000 universities and colleges in the U.S. may fail in the next 15 years.”

CLAYTON CHRISTENSEN, HARVARD BUSINESS SCHOOL, WIDELY REGARDED AS ONE OF THE WORLD’S FOREMOST EXPERTS ON INNOVATION AND GROWTH

“There will clearly be some institutions that won’t make it, and there will be some institutions that will be stronger because of going through these difficult steps.”

DAVID WARREN, PRESIDENT OF THE NATIONAL ASSOCIATION OF INDEPENDENT COLLEGES AND UNIVERSITIES

“What we’re concerned about is the death spiral ... this continuing downward momentum for some institutions.”

MOODY’S INVESTORS SERVICE
A STRATEGIC PLAN FOR THE FUTURE

With our rich history, the bold accomplishments of this past decade and mindfulness to the opportunities on our horizon, Olivet Nazarene University looks to the future.

Throughout the 2011-12 and 2012-13 academic years, Olivet – led by its Administrative Team – conducted a forward-looking inquiry into its strengths, needs and opportunities for the future.

This inquiry gave rise to a refocusing on our University values, yielded a strategic plan for the next chapter of the University’s development, and is embodied in our mission statement.

Olivet Nazarene University, a denominational university in the Wesleyan tradition, exists to provide a liberal arts “Education With a Christian Purpose.” Our mission is to provide high quality academic instruction for the purpose of personal development, career and professional readiness, and the preparation of individuals for lives of service to God and humanity.

WE BELIEVE HIGHER EDUCATION SHOULD HAVE A HIGHER PURPOSE.
OLIVET NAZARENE UNIVERSITY VALUES

Christ-Centeredness:
Christ transforms people and the University.
The Olivet story is a kingdom story. Christ is always at work, reconciling humankind to God and the University to His purpose. We, therefore, remain optimistic that God is at work in our instruction, scholarship, discipleship and activities, and that He enables us to live a holy life.

Community:
Sharing life is sacred.
We are made one by the work of the Holy Spirit. His work is not confined to religious initiatives, but transforms our community as He lives within us, guiding us in all things, whether on-ground or online, in residence halls or extension sites, in offices or lecture halls, in professional or personal relationships. In community, we express His grace to one another.

Stewardship:
God expects a return on His provision.
Since God’s resources are abundant, scarcity is unfamiliar to Him. He supplies everything needed to accomplish His purpose. We remain joyfully accountable to maximize what He entrusts to us – time, talent, treasure and opportunity – and wisely allocate His resources in our care. To whom much is given, much is required.

Innovation:
We respond quickly to needs and opportunities.
God is at work in the world, ever redeeming people through boundless and creative works of the Holy Spirit. We seek a proactive, creative role in impacting people and culture for His sake. We, therefore, seize opportunity, exercise responsible ambition, and delight in His expansive work through us.

Distinction:
We make extraordinary impact.
One demonstration of Christ-likeness is extraordinary servanthood – going the extra mile and abounding in love. We supply a service worthy of Christ’s name, and exceed every God-honoring standard in higher education. By this, we honor God, expand in kingdom impact, and mature as a robust Christian university.

Heritage:
A legacy lives in heart and practice.
Olivet’s history is punctuated by God’s providence and provision. We drink from wells we did not dig and eat from vines we did not plant. The vision and confidence of those who came before resides in us because we believe the original mission is still relevant, ennobling and necessary. Our traditions honor and exercise that legacy, refresh our identity as a faithful and favored people, fuel excellence and holiness for our time, and inspire optimism for a future illuminated by the Light of God.
Looking to 2022, Olivet Nazarene University is committed to the following three broad strategic priorities.

I. Strengthening the Core
   - Build, sustain and improve the core functions of the University: academics, student development, spiritual life, financial management and institutional advancement.

II. Completing the Campus Plan
   - Bring to completion the present Campus Master Plan.

III. Achieving Financial Sustainability
   - Strengthen the financial profile and resiliency of the University.

These three priorities are at the heart of Vision 2022, span the entire University, and chart a strategic course for each division.

Vision 2022 – firmly rooted in our mission statement and mindful of our values – calls upon faculty, staff, alumni and friends to be leaders of change, not just recipients of it. Our challenge is to have the will and confidence to shape the future, not just wait for it.

“We will not fight the forces of change, we will use them.” – R. BUCKMINSTER FULLER
Currently the University is funded primarily through the following sources of revenue:

1. Residential Undergraduate Tuition and Fees (Supplemented by state and federal aid)
2. Church Support
3. Fund Raising and Development Initiatives
4. Non-residential Student Revenue (School of Graduate and Continuing Studies)

Using these sources of income, the University can probably survive, but with a diminished capacity to thrive and an increased vulnerability brought on by the unpredictability of the general economy, the changing structure of church support, unstable government funding, along with a potential drop in traditional on-campus undergraduate enrollment (precipitated by environmental changes beyond its control) and/or the loss of graduate school revenue as degree programs run their cycle of supply and demand.

In light of an uncertain financial future, the University is faced with three administrative options:

1. To manage its way forward through cost-cutting. Under this model, programs and expenses shrink to fit the revenue.
2. To continue to do the same things as it has always done to garner revenue, but do them better. This would be to increase undergraduate enrollment, grow the revenue of the School of Graduate and Continuing Studies, and raise more money through
V I S I O N 2 0 2 2

THE VISION FOR BUSINESS AND FINANCE, CONTINUED

the University’s development efforts, while hoping that church and governmental support remain steady.

3. To broaden the revenue base by adding one or two new sources of revenue.

In essence, these three options are for the University to manage its way, or grow its way or create a new way to financial sustainability. The preferred answer is to do all three, with special emphasis on creating new sources of revenue. Specific efforts along these lines are detailed under the Institutional Advancement and School of Graduate and Continuing Studies headings.

The University also sets the following financial goals:

1. Increase cash reserves to the level of 50 percent of the operating budget and at least 50 percent of outstanding debt by the year 2022
2. Attain an overall University operating margin of 10 percent by fiscal 2015–16
3. Transfer 50 percent of the operating margin to cash reserves as we go forward year to year
4. Build the Olivet endowment fund to $75 million by 2022
5. Keep total payroll and benefits within 50 percent of the total operating budget
6. Track and maintain the following target ratios:
   a. Student to faculty ratio greater than or equal to 18:1
   b. Staff to faculty ratio of 1.5:1
   c. Student FTE to total employee FTE ratio 6.75:1
   d. Primary reserve ratio greater than .75
   e. Equity ratio greater than .50
   f. Net income ratio (change net assets/revenue) greater than or equal to .10
   g. Viability ratio (X-net assets/long-term debt) greater than .50
   h. Debt service ratio greater than 1.1
   i. Weighted composite ratio greater than 2.50

THE VISION FOR INSTITUTIONAL ADVANCEMENT

The division of Institutional Advancement exists to recruit undergraduate students, raise funds for the University and connect in meaningful ways with the University’s various constituents.

The division is particularly committed to an emphasis on increased revenue through the following ways.

1. Implementation of Admissions 3.0

   ANTICIPATED OUTCOMES:
   a. To increase and sustain new student enrollment of 1,000 annually
   b. To increase net tuition revenue

   GOALS
   a. Fully establish the restructuring of the Office of Admissions and ensure all pre-enrollment processes are complete before Orientation (course assignment/registration, first payment, etc.). This will allow Orientation to create greater value, making it less about process and more about creating relationships, celebrating community, passing on Olivet traditions, and developing tools for success in college and beyond.
   b. Strengthen ONU’s selling position within each individual academic program of study and produce new academic products, creating advantages for Olivet in the marketplace. Identify and implement value-added co-curricular initiatives.
   c. Strengthen marketing and messaging platforms by continuing to evaluate, improve and retool our communication efforts in print, website, social media, events, and third party endorsements and associations. Build the relational prospect pool and increase matriculation rates through innovative relational marketing initiatives, including through Shine.FM and other new partnerships.
   d. Establish a Strategic Advancement Working Group between the Division of Strategic Expansion and Institutional Advancement to foster a closer alignment for mutually beneficial integrated strategic marketing and messaging initiatives.

CONTINUED, NEXT PAGE
2. Implementation of Generation II Development

ANTICIPATED OUTCOMES:

a. Raise $140 million through new gift income by 2022
b. Increase the donor base in order to not only sustain our mission, also but become a breakout University, strengthening our distinctive mission and impact in the world
c. Create an increasing number of Advocates who will promote and champion the University
d. Create both a new generation of donors and increased gifts from current donors

GOALS:

a. Launch the Campaign for Olivet
b. Identify our top 300 donors and donor prospects
c. More fully integrate the donor pipeline concept in the DNA of Olivet’s major gifts development mindset and practices (Discovery to Advocate)
d. Create a series of Presidential briefings to engage current and prospective donors into the life of the University
e. Develop a five-team focus within development to include: Planned Giving, Major Donor Acquisition, Annual Gifts, Strategic Events and Connections, and Communications Teams
f. Integrate Shine.FM planned and major gifts with Olivet development
g. Develop an effective estate planning program for churches, which will benefit Olivet, Central Education Region Churches, and Shine.FM churches
h. Create, strengthen, and expand annual giving via segmentation in the following areas:
   i. Support of the arts at Olivet
   ii. Support of natural sciences
   iii. Academic programming and scholarships
   iv. Chapel and spiritual life
   v. Athletics
   vi. Current institutionally funded scholarships
   vii. Class reunion giving
   viii. Parents, Parent Relations Association

i. Create targeted capital campaigns and major gifts emphasis for engineering/hard sciences, fine arts/theatre, residence halls/student life, Student Life and Recreation Center, campus beautification and parking.
j. Create a local community arts council and giving circle. “Friends of the Arts” to champion and fund the arts and the “artists” of ONU.

3. Other Institutional Goals which support Admissions 3.0 and Generation II Development outcomes

a. Work closely with the VP for Strategic Expansion to create and execute integrated marketing and growth/revenue opportunities.
b. Identify ONU alumni, donors, legacy families and friends as advocates for Olivet, and create an Ambassador Program in their communities and local regional Nazarene and OTN congregations.
c. Create “Great people know great people” emphasis, designed to increase prospective student referrals. Reduce our dependence on our current name purchase strategy in admissions.
d. Establish The Center for Healthy Relationships at ONU. Explore other ways to link up with other strong “brands” and create synergy from associations, centers and partnerships which create value-added programming and relationships for Olivet.
e. Expand the network of Shine.FM stations.
f. Pursue the expansion and retooling of our messaging platforms. Create a better way to capture marketing stats and stories, especially critical in academic areas of study.
g. Expand the collaboration with academic departments and Career Services to grow internships and job placement opportunities. Expand our outcomes profile.
h. Working under the leadership of the SGCS, support the efforts to creatively take Olivet’s educational opportunities across the region and to a global market via our Nazarene and Shine.FM network and other connections.
The vision for the School of Graduate and Continuing Studies

The School of Graduate and Continuing Studies (SGCS) has shown tremendous stability and growth over the last five years, reflecting the values of innovation, distinction and stewardship. Revenue has continued to increase while margins have held steady during uncertain economic times. The growth of the SGCS has been accomplished through a variety of factors (operational growth/funding, ONU culture and niche programming). The non-traditional unit proposes a dramatic financial impact on the overall financial status and brand of ONU over the next 10 years.

Universities that find the models that can assist in sustainability will have an edge in this ever-changing market. For Olivet Nazarene University, the key to strategic expansion consists of multiple fronts. Connected to non-traditional expansion, the units on the traditional campus (academics, development, alumni relations, church relations, branding, etc.) will need to be united to increase the impact of Olivet’s mission to many different areas.

Objectives:
1. Increase mission outreach
2. Increase diversified revenue streams
3. Increase brand expansion

Keys to success:
1. Quality academic products to take to the market produced by the academic unit of Olivet Nazarene University
2. Strategic partnerships and regional site locations to fuel Olivet’s physical presence
3. Successful launch/funding of Olivet’s Global Online Campus with a goal of 5,000 students enrolled by 2016
4. Successful network relations and cultivation of Nazarene Church community in geographic areas to increase brand presence with an initial goal of three districts by fall 2014
5. Increased availability to attract high-level talent in various strategic projects

Within the next chapter of Olivet’s history, Student Development seeks to:

1. Reach and maintain a residential population of 2,600 by fall 2016
2. Launch a fully developed “Sophomore Experience” for retention and enrichment purposes
3. Strengthen the ONU Leadership Initiative
   a. Enhance the Retreat/Renew/Reward student experience
   b. Launch the ONU Online Leadership Resource Collection for students
4. Graduate 300 students with a minor in leadership by 2017
5. Expand and strengthen the University’s spiritual life programs
6. Resource and expand D-Group ministries (small groups)
7. Strengthen Sunday church attendance, particularly at area Nazarene churches
8. Expand and resource the Missions In Action experience for students
9. Endow the ONU Chapel Program
10. Endow the Center for Student Success
11. Create a holistic approach for support and services by combining the services of the Center for Student Success and Academic Support into a single location to include:
   a. Tutoring services and writing lab
   b. Career and Employment Services
   c. Counseling and Health Services
   d. Shared retention strategies
   e. Freshman and sophomore experience
   f. Leadership and character development

Olivet values community. The Student Development division takes the lead in creating and sustaining a positive Christian ethos and campus culture. Residential life, spiritual life, health and safety, recreation, student success and campus activities are vital components of this effort.
The School of Graduate and Continuing Studies has always served the University in expanding the mission and geography of Olivet Nazarene University. However, over time, the complexity and opportunities have changed and are necessitating another level of change within the organization.

There are multiple avenues for strategic growth in the nontraditional world that are not confined solely to non-traditional programming, as have been the strategy in the past. This document is proposing a new structure at Olivet.

A New Administrative Structure — The Division of Strategic Expansion

Setting strategic goals for each of the University’s divisions is critical to our future. However, for us to navigate the landscape ahead, we must strategically alter our organizational structure and practices. This plan proposes that the present non-traditional division (SGCS) be transformed to a new division that serves a broader set of purposes. The academic functions of the School of Graduate and Continuing Studies would remain the same. However, a new designation would be created to expand the influence of the current nontraditional unit.

The Division of Strategic Expansion serves to expand the mission and brand of Olivet Nazarene University by providing strategic management support in taking academic programs to new geographic locations and to the online community. This division also serves the University by providing additional areas of revenue streams through strategic partnerships and new business development.

The academic degree programs and academic administration of the School of Graduate and Continuing Studies would be relocated to the administration of the Vice President for Academic Affairs (VPAA), along with proposed academic support services under the direction of the VPAA for the entire institution.

Current SGCS strategies, support and implementation would be housed with the Vice President for Strategic Expansion.

THE VISION FOR THE SCHOOL OF GRADUATE AND CONTINUING STUDIES, CONTINUED
DIVISION OF STRATEGIC EXPANSION

1 School of Graduate and Continuing Studies
The Division of Strategic Expansion (DSE) will oversee the strategic management of the School of Graduate and Continuing Studies by taking the academic offerings to the market. The Office of Academic Affairs will be responsible for the development of strategic academic program offerings, delivery modes, academic policies and accreditation. The DSE will be responsible for strategic management, enrollment/marketing, delivery support, student/faculty support, general academic support services and process support. The DSE will also be responsible for the budget and work with the Vice President for Academic Affairs in coordinating the academic budget needs.

2 Olivet’s Global Online Campus
The Division of Strategic Expansion will coordinate the strategic management for the implementation of online strategies in an effort to expand the brand/influence of ONU. The Division will work closely with the University President and the Vice President for Academic Affairs. The Office of Academic Affairs will be responsible for the development of the strategic academic program offerings, delivery modes, academic policies and accreditation.

3 Geographic Site Locations and Strategic Partnerships
Olivet Nazarene University will look for avenues to expand the footprint of the campus into new regions. The Division of Strategic Expansion will coordinate with the administrative team to determine geographic areas for strategic locations and regional centers. Olivet will focus first on establishing a presence in both Indiana and Michigan by fall 2014. The Division of Strategic Expansion will also look for strategic partnership opportunities to extend classroom site learning locations in various regions.

4 United Strategies
A faith-based consortium
The Division of Strategic Expansion may wish to establish a business unit (United Strategies) to partner with other universities to offer nontraditional support. The services would include strategic planning, organization, marketing and recruitment, program development and administration, curriculum and faculty administration, student services, financial aid, facilities development, online platform management, etc. Accreditation responsibility, ownership of curriculum and faculty credentialing will remain with the client schools.

5 The Nazarene District Education Program
The Division of Strategic Expansion would facilitate the creation of site locations at various strategic geographic areas in the Church of the Nazarene districts. These sites would be in partnership with the Office of Institutional Advancement and their Church Relations office. Marketing for programming for each site would be done directly with each church within the district promoting on-ground programming, as well as Olivet Online.
**The Olivet Master Plan**, developed in association with the Chicago-based Hitchcock Design Group, lays out a long-range plan for the physical development of the campus in size, form, character, image and environment. This plan provides the University with an integrated framework to guide its long-range physical development over a 25-year time frame and beyond. 

Driven by academic planning and student development priorities, the master plan provides a set of guidelines for decisions about where to locate the University’s teaching, residential, and recreational priorities and programs. It describes the broad vision, principles and essential features that should guide all significant physical changes to the campus. It establishes objectives for the physical and functional structure of the campus, and proposes strategies and initiatives with respect to land use, landscapes, transportation and utilities. 

Finally, it recommends a set of actions that will be critical to successful implementation of the plan. **Working with a team of professional planners and architects, the University will:**

- Provide additional space for engineering and natural sciences
- Significantly enhance the outdoor athletic facilities and establish an integrated image for these facilities
- Provide additional space for nursing education
- Provide improved facilities for fine arts, including a black box theater and an art center and gallery
- Finish the campus beautification program
- Renovate the present maintenance facility for engineering and a workshop/rehearsal area for drama
- Improve parking
- Construct a new residence hall for freshman women
- Work with a set of partners to develop the Bourbonnais Main Street corridor adjacent to the campus
- Construct a pedestrian walkway over Main Street
- Establish a campus columbarium

Embracing the words of Winston Churchill, "We shape our buildings; thereafter they shape us." 

On October 28, 1944, Winston Churchill made a speech during the rebuilding of the House of Commons, which had sustained heavy bombing damage during the Battle of Britain, saying, “We shape our buildings; thereafter they shape us.”

Embedded in this observation is an understanding that in the beginning, buildings reflect the qualities of the people who design and construct them. Once built, the people who live and work there take on the qualities of the buildings they inhabit. A beautiful, functional and well-maintained campus promotes community.
Vision 2022 articulates a vision of Olivet as a Top-Tier University recognized for quality academics, a vibrant student development program, a rich spiritual life, strong financial management, innovative programs and rich traditions, all housed on a beautiful and functional campus. More than a plan, the vision sets forth a call to action to all who believe that higher education should have a higher purpose.

With this vision, we survey the future landscape of higher education with promise, knowing that the Lord is guiding our every decision. With that wisdom, we embrace the opportunity before us to provide Education with a Christian Purpose to another generation.