

MESSIAH COLLEGE
ANNUAL PLAN 2016-2017

Theme 1 - Advancing mission and identity in a changing culture

Focus

Building on Theme 1 of the previous strategic plan (2012-2016), we seek to nurture improved institutional self-understanding and external messaging as we endeavor to communicate our educational mission and the desire to promote the common good.

Goal 1: Messiah College will effectively and graciously advocate for institutional self-determination within a religiously pluralistic society.

Action steps:

The president will oversee:

2016 - 2017: Reporting of outcomes to the campus community via the President's Campus Update;

Participating in phone calls and letter writing at the request of the Council for Christian Colleges and Universities Interfaith Alliance for Religious Freedom and Pennsylvania faith-based colleges;

Hosting the Fairness for All conversation in October 2016;

Continuing campus educational focus groups regarding mission, values and behavioral codes of conduct, and integrating this information into new employee orientation and Provost's Seminar.

Winter 2017: Participating in the Council for Christian Colleges and Universities President's Meeting (January 2017) which will focus on religious freedom advocacy.

Goal 2: Messiah College will nurture a campus community ethos characterized by hospitality rooted in Christian conviction as informed by the College's founding theological traditions.

Action steps:

The president and vice president for human resources and compliance will oversee the design and implementation of a campus climate survey.

Summer 2016: The human resources team will learn more about the process of developing the questionnaire tool and determine which technicians will work best for the College in developing, distributing and analyzing the survey.

Early fall

2016: President's Cabinet, in conjunction with the Diversity Team, will appoint a small task force to work on survey development. The human resources team and the task force will select a provider to support the survey process.

Mid fall 2016: The human resources team will work with the campus task force and the approved provider to develop a rough draft of the survey to present to President's Cabinet. The final draft will be developed and approved by end of fall semester.

Late fall

2017: The task force (including the provider and human resources team) will analyze survey results and develop a distribution process.

Spring 2017: The task force will develop a process for analysis of survey responses and, in consultation with appropriate parties (institutional research and outside consultant), will draft a complete report of survey results and a survey outcome report for campus.

Summer 2017: President's Cabinet, in partnership with the Diversity Team and the violence prevention and education coordinator, will begin the process of identifying critical issues for inclusive excellence and violence prevention.

Goal 3: Messiah College will successfully promote the outcomes of its positive economic and social impact on the mid-Atlantic region and beyond.

Action steps:

The president will oversee action steps related to this goal in 2017-18.

Goal 4: Messiah College will determine whether to apply for university status in response to the needs of student recruitment and the changing academic program.

Action steps:

The president will:

2016 - 2017: Chair and appoint a broad-based campus task force to develop key questions and conduct research regarding university status for Messiah College.

Theme 2 – Expanding enrollment and retention of a changing constituency**Focus**

Higher education is well into a shift that takes us beyond our common sense of a four-year residential college experience. This theme is focused on programming designed to recruit and retain students in this challenging environment defined by changing demographics.

Goal 1: Messiah College will effectively recruit and retain a more diverse student population with no less than 20 percent of the total undergraduate student body being a combination of domestic underrepresented students and international students.

Action steps:

The vice president for enrollment management will oversee:

Fall 2016: The outline of specific action steps in the strategic enrollment plan and working with the Student Retention Team to establish goals.

Goal 2: Messiah College will increase its number of transfer students through recruitment and retention.

Action steps:

The vice president for enrollment management and the associate provost will oversee:

2016-2017: Establishing strategy to expand online offerings—focusing on academic majors and courses that will potentially attract transfer students;

Identifying target colleges/universities to begin establishing additional program articulation agreements with them by 2017;

Updating the Retention Team’s membership to include staff with responsibilities for transfer students. The team will examine possible influences on fluctuation of transfer retention.

Goal 3: Messiah College will enhance its efforts to recruit high school students through dual enrollment and summer academic programming.

Action steps:

The vice president for enrollment management and the associate provost will oversee:

2016-2017: Four hybrid courses that will be offered to students from Mechanicsburg and Northern High Schools (top feeder schools) as a pilot program to expand offerings.

Summer 2016: The creation of a coordinated website.

Fall 2016: An initial meeting with the vice president for enrollment management, vice president for operations, vice president for finance and planning, provost, associate provost, and school deans to clarify and address the goals and guiding assumptions of dual enrollment.

Goal 4: Messiah College will successfully expand and support new graduate programs and other programs for non-traditional adult students.

Action steps:

The associate provost for graduate studies will oversee:

Summer 2016: An initial exploratory study for a master's degree in athletic training;

A review of policies related to graduate/undergraduate courses.

Fall 2016 and

spring 2017: Preparation for the launch of the Master of Occupational Therapy in fall 2017;

Follow-up from the athletic training summer study to assess our options, determine next steps and move forward with task force to implement preferred option;

Provost's Cabinet's review of findings and recommendations for areas in which accelerated programs are feasible;

Work with Provost's Cabinet to identify areas of opportunity for stand-alone certificate and other non-degree programs.

Theme 3: Promoting educational excellence for a changing student body

Focus

Consistent with the shift in instructional venues and demographics introduced in Theme 2, this theme provides strategies to support student success, develop our entire workforce, foster our use of high-impact educational practices and plan wisely for the optimum use of facilities.

Goal 1: Messiah College will provide programs and services that promote student success for a changing student body.

Action steps:

The provost will oversee:

Fall 2016: The Retention Team will identify and gather data that are relevant to determining areas of need that exist or are emerging.

Spring 2017: The Retention Team and Provost's Cabinet will identify strategies to address these needs.

Goal 2: Messiah College will develop engaged employees who will be prepared to mentor and educate our 21st-century student body.

Action steps:

The President's Cabinet will oversee:

2016 - 2017: Appointment of a task force to determine employee professional development priorities and determine critical programming needs;

Annual review of the implementation plan for the new ranked faculty term tenure and promotion standards, and make adjustments as necessary;

Design and implementation of a second annual "See Diversity Anew" event.

Goal 3: Messiah College will prepare educators to cultivate appropriate teaching and learning outcomes that meet the needs of a changing student body.

Action steps:

The provost will oversee:

2016 - 2017: Provost's Cabinet's clarification of the direction of any revisions to the Collegewide Educational Objectives (CWEOs) in general;

Design and implementation of a development plan for faculty that is supportive of the revised term-tenure and promotion expectations and include strategies for nurturing intercultural competencies;

Formation of the review team to assess what is in place for faculty development, and to identify the new expectations for faculty;

Further implementation of the Teaching and Learning Initiative.

Goal 4: Messiah College will more effectively recruit and retain a diverse employee base.

Action steps:

The vice president for human resources and compliance will oversee:

Note: Action steps will follow once the campus climate survey has been completed.

Goal 5: Messiah College will increase available opportunities for mentored undergraduate student research.

Action steps:

The provost will oversee:

2016 - 2017: Appointing a task force to review the current status of undergraduate research at the College and to prioritize recommendations related to programming, financial support and allocation, and organizational structure;

Raising \$100,000 (endowed and/or pass thru) to support students doing undergraduate research.

Goal 6: Messiah College will offer the necessary equipment and facilities to support the educational experience of our students.

Action steps:

The vice president for operations and the vice president for finance and planning will oversee:

2016 - 2017: The Capital Coordination Team will review capital equipment replacement protocols and work with operations staff to update deferred maintenance backlog reporting;

Action steps will be coordinated with the College's facilities master plan.

Theme 4 – Investing resources for a flourishing financial future

Focus

The College has flourished in these challenging times as a result of its sound financial resource base. This theme provides strategies to grow its balance sheet via fundraising and investment strategies designed to achieve returns in excess of spending, and to make more efficient use of existing human, operational and programming resources.

Goal 1: Messiah College will pursue new revenue streams to diversify and create long-term stability for our financial portfolio.

Action steps:

The vice president for finance and planning will oversee:

2016 - 2017: Supporting the Rider-Musser Development, LLC (RMD, LLC) as it initiates the residential and commercial development of the properties, and work with staff in the accounting office to ensure that funds are transferred on a timely basis to RMD, LLC;

Working with staff in dining services to develop a business plan to expand catering services.

Goal 2: Messiah College will increase its financial resource base by \$45 million.

Action steps:

The vice president for finance and planning and the vice president for advancement will oversee:

2016 - 2017: The investment office, CFO, and the Investment Subcommittee of the Board of Trustees will review the asset allocation strategy and investment return parameters and revise the College Investment Policy accordingly;

The development staff will develop strategies to raise \$1.5 million in new endowment funds in support of this goal;

Raising \$3.7 million in annual restricted funds;

Generating a FY17 cash flow operating surplus that equals 1-2 percent of annual operating revenue, or approximately \$750,000 - \$1.5 million.

Goal 3: Messiah College will implement strategies to make effective use of existing operational and programming resources.

Action steps:

The provost will oversee:

2016 - 2017: Researching potential program summative and prioritization processes, formulating and adopting a process appropriate for Messiah College, and beginning to gather and analyze required data;

Researching potential operational and programming prioritization models, formulating and adopting a process appropriate for Messiah College, and gathering and analyzing required data.

Goal 4: Messiah College will offer an excellent and affordable educational experience to its students.

Action steps:

The vice president for finance and planning and vice president for enrollment management will oversee:

2016 - 2017: Working with the Financial Aid Strategy Team (FAST) to build a financial aid model for fall 2017 that considers implications of early FAFSA submission and assists in meeting enrollment and revenue goals;

Exploring the implementation of a financial literacy program and loan monitoring service that helps the College maintain its historically low student loan default rates.