

MESSIAH COLLEGE
ANNUAL PLAN STATUS UPDATE 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.

Status update:

The President has participated in CCCU collaborative efforts with Christian institutions and interfaith organizations concerning religious freedom, worked alongside the College's legal counsel, and reported outcomes to the campus community via the President's Campus Update. Some elements of this educational need have been incorporated into Provost's Seminar and new employee orientation, but there is still more work to be done.

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.

Fall 2017: 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.

Status update:

In March 2017, the campus climate survey was distributed to faculty, staff and students. We received 1,503 responses (1,000 students and 503 employees). This is a significant increase in student participation from our previous campus climate survey in 2007 in which 565 students responded and 474 employees responded. The survey results are currently under analysis. We expect to receive our report in late July.

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.

Status update:

The task force was formed and met on a monthly basis to complete the research design plan formulated around key framing questions. The task force has initiated the implementation of conducting surveys and focus groups of different constituents.

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.

Status pdate:

An admissions multicultural student recruitment team was formed. New multicultural scholarship process was implemented, including the introduction of a new R. H. Flowers Scholarship to replace (and grow) the former Amigo Scholarship. New qualifying standards permitted us to cast a wider net and offer more in multicultural scholarships. A refined financial aid model has enabled us to become slightly more need-sensitive as we use a “stacking approach” to address both merit and need for scholarship applicants. Our established partnership with MCKL (Malaysia) continues to produce new and transfer students.

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.

Status spdate:

Our HACC relationship has been nurtured through regular contact and agreements. Students have been served through file completion and timely feedback. A new online transfer equivalency tool was developed by ITS and Registrar’s Office that will more clearly inform applicants of their transfer credits. A new agreement penned with Cecil Community College (Maryland). Partnership and training was established between the Registrar’s Office and the assistant sirector of transfer admissions to assist with on-demand transcript evaluations. More proactive collection of college

transcripts via student proxy was established (including paying transcript fees). A transfer assistant is in place to facilitate timely file completion and follow-up. A sub group was established as part of the Retention Team to focus on transfer student persistence and success.

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.

Status update:

New hybrid offerings were introduced in 2016 and expanded for 2017. Summer programming continues to expand.

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.

Status update:

Several financial and curricular models have been reviewed. Proposed options will be processed through governance channels in the fall semester of 2017. We had a successful launch of the

Master of Occupational Therapy program and exceeded the goal of 30, enrolling 32 students in the summer of 2017. As we have reviewed options and considered accreditation standards from the athletic training summer study, we are bit delayed at this point in determining a final direction; however, we are on track to make a decision in the fall of 2017 regarding next steps. We still need to finalize the larger parameters for the accelerated programs; however, we are getting close and at that time we will be prepared to consider programs. We continue to pursue additional new educational programming models.

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.

Status update:

With higher than anticipated fall-to-spring attrition among nearly all cohorts of eligible returning students in 2016-17, the Retention Team carried on with their good work while refocusing efforts to address the unexpected diminution of students. Data was collected and presented to several bodies on campus, including President's Cabinet, Provost's Cabinet, and COE. Additionally, the spring focus at COE retreat was on student retention, with emphases on identifying at-risk students and best practices for responding.

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.

Status update:

A task force has not been appointed to determine employee professional development priorities and determine critical programming needs. The goal is to have the recently adopted new standards for ranked faculty term tenure and promotion fully implemented in 2018-19. The policy is being reviewed, revised as appropriate, and implemented in appropriate stages. We have identified various elements missing or lacking in our orientation program. We've researched and continue to

explore what other institutions are doing for orientation and on-boarding. In doing so, have identified ideas or programs that we may wish to adapt to Messiah's on-boarding and orientation. We've also looked at some models from corporate America. We are in the process of putting together a proposal for completely revising the performance review into a much more goal-focused model.

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 College wide 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.

Status update:

There has been a focus on teaching (inclusive excellence) through the Teaching and Learning Initiative. The basic organizational structure, personnel and programming is in place. A larger problem, the size of our CWEOs, has been the focus over the past two years. Middle States suggested that we reduce the size of our CWEOs to make them more manageable. We have completed a review of our CWEOs and have reduced them.

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.

Status update:

Recruiting program for staff and administrative employees has identified and implemented additional venues for sourcing candidates. Diverse hires have resulted from these efforts. Limited progress has been made to identify and implement contextually appropriate best practices for retention of employees from diverse populations.

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.

Status update:

The task force has developed a set of recommendations that have been reviewed by the Provost's Cabinet and will be processed through College governance this year (FY18). To date \$12,500 was raised toward this goal in FY2017, which will be matched by another \$12,500 as part of the endowment matching initiative for a total of \$25,000 or 25 percent of goal.

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.

Status update:

In the summer of 2017, space in South Complex was renovated to create a new commuter lounge. Also, renovations were completed to create a finance lab. A team is working on renovation plans for Witmer Residence. Due to the number of projects, no progress was made in reviewing capital equipment replacement protocols and update deferred maintenance backlog reporting.

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.

Status update:

The College has been actively involved with the RMDC over the past year, and members of the finance team have worked closely with RMDC staff as they prepare to launch the Oakwood Hills residential development project. The director of dining services is finalizing the business plan for catering. During the past year, the catering team started advertising at various places to promote the new services that are being provided. They have successfully catered numerous off campus/non-Messiah College events.

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.

Status update:

The College's board of trustees worked with the administration to move the College's investments to an Outsourced Chief Investment Officer (OCIO) model and the transition was fully accomplished by the end of FY17. A cash flow operating surplus in excess of \$750,000 was achieved in FY17, the development team exceeded its fundraising goal of \$7.1 million, and net assets grew by \$5.6 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.

Status update:

The College has established two prioritization task forces to explore saving and revenue generating opportunities in educational and administrative and support areas. These task forces have been meeting regularly over the past year, and a number of significant savings opportunities have been identified.

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.

Status update:

The Institutional Research (IR) office was instrumental in developing a financial aid model that was used to recruit students for the fall 2017 semester. This model will continue to be enhanced by the FAST, and it will be used to model financial aid strategies for the upcoming enrollment cycle. This refined financial aid model has enabled us to become slightly more need-sensitive as we use a "stacking approach" to address both merit and need for scholarship applicants. The Financial Aid Office has worked diligently to prepare the SALT financial literacy program that will be rolled out for students who are enrolling in the fall 2017 semester.