

MESSIAH COLLEGE  
ANNUAL PLAN 2017-2018

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**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:

*2017 - 2018:* Report outcomes to the campus community via the quarterly President's Campus Updates;

Participate 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;

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

**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:

*Early fall*

*2017:* Develop and implement a communication plan regarding Campus Climate Survey results, analyze the survey results and prioritize the issues raised in the survey results;

*Mid fall 2017:* Campus Climate Survey task force will identify recommendations and programming to address issues raised by the survey results;

*Mid fall 2017  
through*

*spring 2018:* Develop and implement a programming model targeted to identified priorities resulting from the Campus Climate survey.

**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:

*August 2017:* The special assistant to the president for communication will determine a co-chair and will draft letters of invitation for the web task force members outlining their role/purpose on the team;

*September*

*2017:* The web task force will hold its first meeting and determine the remaining timeline for its work, and will provide a written project plan to the president, with the end goal of launching the website no later than August 2018;

*Fall 2017/*

*Winter 2018:* The task force will collect, compile and organize data into a wireframe/website navigation so that the web team may begin to build the website;

*Spring/*

*Summer 2018:* The webmaster will build and populate the common good website;

*August 2018:* The website will launch prior to the start of the 2018-19 academic year;

*2017 - 2018:* Finalize the plan and initiate campus communication for the institutional 2018-2019 common good theme.

**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:

*2017 - 2018:* Complete survey research, process with campus governance group and financial cost analysis and make a final recommendation to the board of trustees.

## **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:

*2017 - 2018:* Establish a Latino student recruitment initiative with representation from the Admissions Office, the Intercultural Office, faculty, and students;

Build on success of newly implemented scholarship approach, casting a wider net to attract more R.H. Flowers Scholars;

Maintain emphasis on students untouched by scholarship process and program through work with the Financial Aid Strategy Team, Retention Team, and Intercultural Office;

Nurture existing partnerships in Malaysia;

Secure additional partnerships and approaches in China and Indonesia;

Evaluate the viability of the AEP program according to the guidelines of the institutional prioritization process.

**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:

*Fall 2017:* Introduce new online equivalency tool. Clarify goals and expectations related to expanded online programming for undergraduates.

Meet with deans to introduce the online transfer tool and demonstrate how it can assist with program-to-program efforts;

*2017 - 2018:* Implement new online transfer sheets to facilitate feedback for inquiring students. Identify remaining roadblocks to transfer credit process and propose solutions;

Work with Retention Team to identify and implement transfer-friendly retention/graduation strategies.

**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:

*Fall 2017:* Assess efforts to determine which courses (hybrid, traditional, or off-site) effectively yield full-time enrollments for Messiah.

Work with Provost's Cabinet to offer an annual slate of hybrid offerings in a timely fashion to recruit local high school students.

Work with deans and department chairs to outline potential next steps related to academic credit earned during summer programming (academic camps).

**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:

*2017 - 2018:* Implement SLATE for the DNP, MOT and DPT programs, and alter the entry point for the DNP so that students can enter the program at multiple entry points.

Revise marketing strategies and develop articulation agreements to meet enrollment goals and reviewing advising practices with the goal of increasing retention.

Examine the curriculum model and financial/personnel model for the athletic training program and by the end of the fall semester of 2017 determine a final program.

Develop a new track in the MSN (nursing admin) for both the BSN-MSN as well as the RN-MSN.

### **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 and vice president for enrollment management will oversee:

*2017- 2018:* The Retention Team will prioritize efforts related to student persistence and success by:

Establish a steering group (John Chopka, Jim Sotherden, Robin Lauermann, Doug Wood, Laura Miller, Dan Custer, Rebecca Drazba, and Tara Freeman, GA) that guides and informs the good work of the Retention Team;

Raise awareness and serve at-risk students across campus in a timely fashion;

Evaluate services dedicated to success for at-risk students and propose ways to strengthen efforts;

Develop special emphases on underrepresented and transfer student success.

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

#### Action steps:

The President's Cabinet will oversee:

*2017 - 2018:* Identify funding and establish a task force to examine priorities;

*Late August/*

*September*

*2017:* Implement first revisions for new employee orientation;

*Fall 2017:* Based on research develop an on-line preliminary employee orientation and on-boarding;

*Late fall:* Identify changes and enhancements to the balance of employee orientation programming and review a first draft of performance proposal with President's Cabinet;

*Spring 2018:* Develop a revised employee orientation curriculum for the balance and work with President's Cabinet to finalize performance model;

*Fall 2018:* Implement final stage of revised employee orientation.

**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:

*2017 - 2018:* Restructuring of "faculty development" for FY19 and beyond.

**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:

*2017 - 2018:* Continue with efforts to source diverse candidates for administration and staff: networking, church outreach, employee incentives, posting in diverse publications;

Implement a search committee report for faculty searches that requires examination of efforts to source diverse candidates;

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

Action steps:

The provost will oversee:

*2017 - 2018:* Complete the official undergraduate student proposal and process through governance;

Engage donors in supporting student research using Endowment Challenge matching funds and a reduced minimum level of funding.

**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:

*2017 - 2018:* Plan for residence hall renovations;

Review 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 and vice president for operations will oversee:

*2017 - 2018:* Communicate with Messiah College Board of Trustees in support of the activities of Rider Musser Development Corporation, LLC in FY18-FY20.

Develop advertising and marketing plan to expand the scope of external catering activities including the development of a business plan for progressive expansion over the course of FY18-FY20.

**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:

*2017 - 2018:* Investment Office staff and OCIO will implement revised asset allocation guidelines to achieve desired investment returns.

Achieve the goals of Endowment Challenge #6 and present options for the Board to consider to continue the endowment matches going forward;

Generate a FY18 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 president will oversee an institutional prioritization process to reduce expenses by \$1.8 million as of July 1, 2020:

*2017 - 2018:* Review divisional policies, processes, and programs to increase efficiency and productivity.

Establish, define, and implement operational and programming prioritization model;

Identify potential savings and plan implementation.

**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:

*2017 - 2018:* Financial Aid Strategy Team (FAST) continues to refine financial aid model for fall 2018 that becomes more need-sensitive and assists in meeting enrollment and revenue goals;

The vice president for enrollment management, the vice president for finance and planning and the vice president for advancement will work together to establish goals and strategies related to securing scholarship support as part of the next fundraising campaign;

Implement SALT, a financial literacy program from American Student Assistance (ASA), that provides tools to increase financial competencies and assist students with making smart borrowing choices.