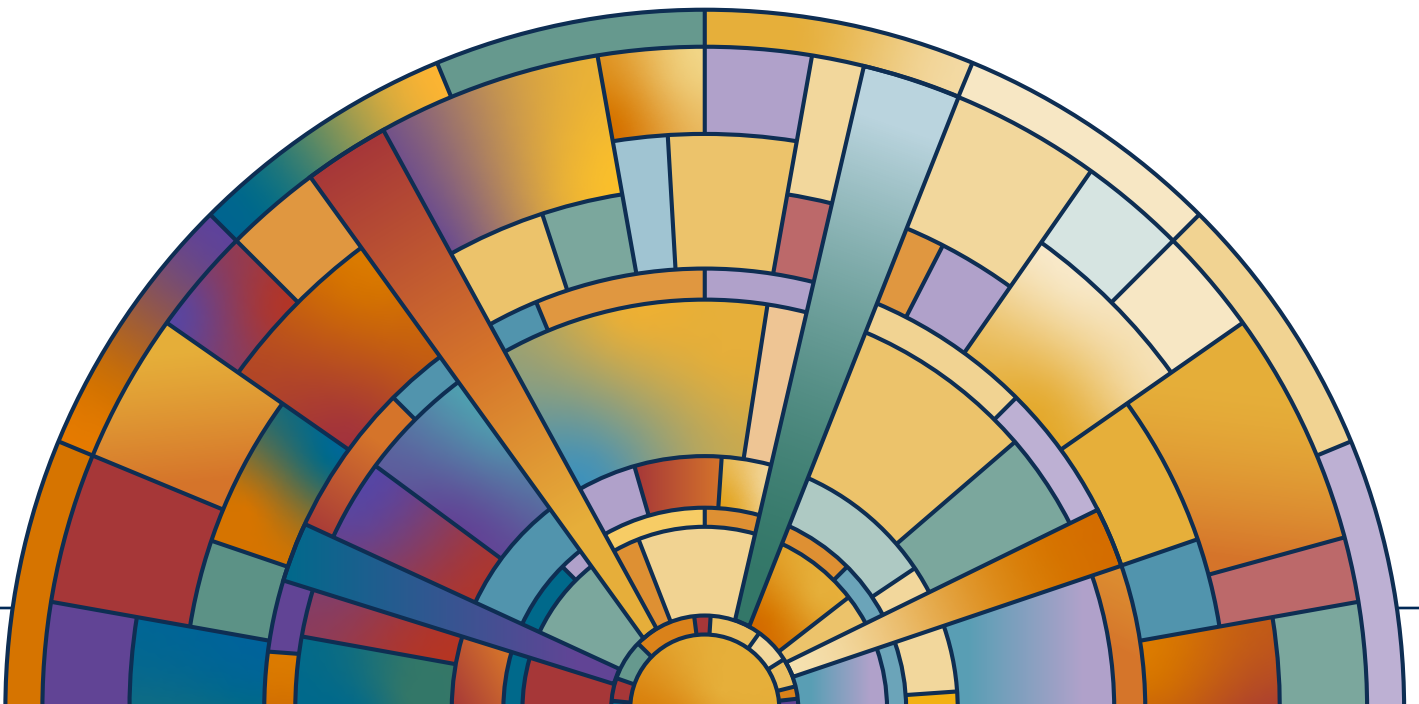


Gracious Christianity see anew

UNIVERSITY RISING:

“See Gracious Christianity Anew”

ANNUAL PLAN 2025-2026



OVERVIEW

Given the transition in presidential leadership, Interim President Jon Stuckey, in collaboration with President's Cabinet, made the decision to create a 2025-2026 annual plan that will maintain and build on the themes, goals and action steps of the current strategic plan, "University Rising." Yet, Messiah University continues to prepare for the next strategic plan by focusing on a reaffirmation of our current mission and identity statements. Further, alongside the work of the strategic plan, the University has been invited by Interim President Stuckey to "See Gracious Christianity Anew." Accordingly, we will organize our goal and action steps over the next year not only around the themes of the University Rising Strategic Plan, but also link the three pillars of "See Gracious Christianity Anew:"

- Courage of Conviction with Kindness
- Innovation with Purpose
- Leading by Following Jesus

The end goal is to be prepared either in spring or fall 2026 to launch into a new strategic planning process, which may also include conversations around a new master plan for Messiah University. Our distinctive theological heritage makes Messiah a singular, special place that is not replicable elsewhere. We look forward to this next year of both completing the University Rising Strategic Plan and also continuing to respond to the call of God on Messiah University to confidently move into our next period of programmatic and financial growth.

The vision statement of "University Rising" remains relevant and inspiring and fits well into the model of "Gracious Christianity" that has informed the ethos of Messiah for the past 20 years:

Messiah University will expand its influence as an institution of educational excellence committed to Christ-centered learning for life where students are mentored toward deeper intellect, professional competence, personal integrity and mature faith expressed in love of God and neighbor.



THEME I: DISTINCTIVE TEACHING AND LEARNING

Links to the pillars of: Courage of Conviction with Kindness; Leading by Following Jesus

FOCUS

Messiah's foundational values establish our educational ethos and where we fit into the landscape of Christian higher education. Further, with teaching and learning at the heart of the educational mission, we seek to ensure that our community of educators and our supporting structures and systems are prepared to serve the full range of learners.

GOAL 1: *Lead a conversation with the Messiah University Board of Trustees and the broader campus community in a celebration and affirmation of our identity and mission statements.*

1. Prepare a video series on the unique theological heritage of Messiah University. (President; Provost)
2. Present the video to the board of trustees at the October 2025 board meeting. (President; Provost)
3. Lead ongoing campus discussions with students, employees, and perhaps alumni, celebrating the value of our unique origin story and how it helps foster transformative connections not only with other institutional partners, but also a diverse array of student populations. (President)
4. Host a series of community dinners for the Community of Educators to facilitate conversations on Messiah's mission and identity and their individual vocational callings. (Provost)

GOAL 2: *Reaffirm our core beliefs.*

1. Develop a Christian Spiritual Formation strategic initiative to help students grow in their maturity of Christian faith. (Provost)
2. Host a series of campus talks for students and employees that feature guided conversation on Messiah's core beliefs, in particular the Apostle's Creed. (President; Provost)

GOAL 3: *Messiah University will establish administrative structures and policies that support our strategic initiatives to engage students from new populations and/or coming for new credentials.*

1. Build dual enrollment pathways for students that align with high-demand undergraduate pipeline programs. (Provost; Enrollment Management; Advancement)
2. Pilot a dual enrollment summer intensive program to support the eventual development of an academic summer academy. (Provost; Enrollment Management; Advancement)

GOAL 4: *Messiah University will strengthen governance and organizational structures to ensure a vibrant educational experience for educators and students.*

1. Implement a shared governance review of the Community of Educators, which is the second phase of the overall university governance review begun in 2024. (Provost)
2. Implement an organizational audit of the Division of Student Success and Engagement. (Provost)

GOAL 5: *The University will review, revise and establish where needed equitable policies, procedures and practices to support Title VI of the Civil Rights Act of 1964, reflecting the institution's commitment to preventing discrimination and promoting equity. (Human Resources and Compliance; Diversity Affairs; Provost)*

1. Policy development and review, including ensuring an appropriate web presence.
2. Articulating a complaint process linked to the University's existing reporting process.
3. Development of materials to educate students on their rights under Title VI.

THEME 2: SEE MESSIAH ANEW

Links to the pillar of: Innovation with Purpose

FOCUS

It is vital to leverage Messiah's growth and maturation as a comprehensive university including its related educational program expansion, to communicate our brand in new ways using emerging technology and strategies, and to strengthen our ability to recruit and retain a diverse student population and engage other stakeholders across the full learning-for-life spectrum.

GOAL 1: *Develop and implement strategies to effectively enroll more undergraduate and graduate students with a particular emphasis on increasing diversity in the student body.*

1. Using strategies informed by Messiah University's Diversity Strategic Plan:
 - a. Attract and retain students of color and international students by bringing undergraduate enrollment to 25 percent of the student population.
 - b. Attract and retain students of color and international students by bringing graduate enrollment to 25 percent of the student population. (Enrollment Management; Diversity Affairs)
2. Expand dual enrollment to 350 students in fall and spring through a focus on outreach to partner schools (public and private), homeschool organizations, cyber and charter schools and developing marketing strategies for program-specific dual enrollment initiatives such as Educators for Tomorrow. (Enrollment Management; Advancement; Provost)

GOAL 2: *Nurture an institutional culture of innovation that addresses generative artificial intelligence (AI) with curiosity and wisdom.*

1. Develop an institutional theological and philosophical vision statement on generative AI that is consistent with Messiah's mission and identity distinctives. (Provost; Finance and Planning)
2. Promote the responsible and effective adoption of Artificial Intelligence (AI) tools to enhance teaching, learning, operations and decision-making, while ensuring alignment with information technology (IT) policies. (Provost; Finance and Planning)
 - a. Review and update existing IT policies to incorporate AI-specific considerations related to data governance, privacy and cybersecurity.
 - b. Review AI tools and approve use cases compliant with IT policies and evolving security standards.
 - c. Provide targeted training and resources on the secure and ethical use of AI tools, with a focus on data protection and cybersecurity awareness.
 - d. Pilot AI innovation mini-grants for educators to expand their teaching, research and mentoring of students and share their new knowledge with the Community of Educators. (Provost)

THEME 3: SUSTAINABLE FUTURE

Links to the pillar of: Innovation with Purpose

FOCUS

Thriving institutions have a dynamic mission accompanied by financial vitality. Without an adequate financial foundation, our mission cannot be effectively fulfilled. A sustainable future requires increasing new enrollment revenue through creative, innovative and timely program development that addresses learning for life as well as careful stewardship of institutional assets.

GOAL 1: *Strategically steward educational facilities for the recruitment and retention of students.*

1. Prioritize actions from recent master planning in the sciences for capital improvements to Kline and Jordan Halls. (Provost; Advancement; Operations)
 - a. Identify and implement high-impact, lower cost improvements to facilities in the School of Science, Engineering and Health.
 - b. Develop plans for longer-term improvements.
 - c. Identify funding sources.
2. Generate revenue through monthly memberships and PREP programming/services. (Operations)
3. Continue to work towards reducing our carbon footprint. (Operations)

GOAL 2: *Messiah University will steward institutional assets to increase revenue derived from non-tuition sources.* (Finance and Planning; Advancement)

1. Increase the endowment to \$145 million, net of approximately \$7 million of operational spend with an equity allocation of between 60-65 percent. (Finance and Planning)
2. Raise \$6 million in total new donor support: (Advancement)
 - Raise \$2 million in new endowment dollars.
 - Raise \$1 million in unrestricted dollars.
 - Raise \$3 million in capital/restricted dollars.

GOAL 3: *Modernize and secure the University's digital infrastructure to enhance operational resilience, financial stewardship and data-informed decision-making.* (Finance and Planning)

1. Strengthen the University's cybersecurity infrastructure by implementing advanced email threat detection, enhancing password management and aligning foundational cloud security practices with the evolving system architecture and anticipated compliance requirements.
2. Implement Oracle Fusion Cloud components, including Human Capital Management (HCM), Enterprise Resource Planning (ERP), Enterprise Performance Management (EPM), and Student Financial Planning (SFP), from October 2025 through January 2026 to streamline administrative and financial processes and improve the management of student financial information.

THEME 4: TRANSFORMATIVE CONNECTIONS

Links to the pillars of: Innovation with Purpose; Leading by Following Jesus

FOCUS

Transformative connections are strategic partnerships and formal relationships with organizations that further the mission of the University while simultaneously assisting the partner organization in meeting their goals and the University realizing its educational mission. One outcome of these connections could be the generation of revenue. Other outcomes may include experiential education opportunities and positive community relationships.

GOAL 1: *Focus on increasing diversity and inclusive excellence across a broad base of constituent groups, including students (graduate and undergraduate), educators, staff and local partnerships.*

1. Add two to three Pathway Partnership Schools with an emphasis on recruiting students of color. (Enrollment Management)
2. Add two to three international Pathway Partnership Schools with an emphasis on recruiting international students. (Enrollment Management)
3. Work with President's and Provost's Cabinets to enhance and sustain university-wide efforts to communicate the connection between diversity and inclusive excellence and institutional mission, vision and values. Specific actions include: (President; Provost; Human Resources and Compliance; Diversity Affairs; Advancement)
 - Website review and revisions.
 - Review of policies, programs and procedures.
 - Engaging in campus conversations.

GOAL 2: *Develop corporate partnerships that strengthen and grow academic programs.*

1. Centralize the vision for the Messiah Business Institute (MBI) and the International Business Institute (IBI) in a new faculty leader who will develop business partnerships to drive enrollments to Messiah's undergraduate and graduate business programs. (Provost; Advancement)

GOAL 3: *The University will engage the Pennsylvania Department of Education "It's On Us" campaign.*

1. Apply for a state "It's on Us." grant to fund programs providing education on preventing and responding to dating violence, domestic violence, stalking and sexual violence. (Human Resources and Compliance)





October 2025