



UNIVERSITY RISING: STRATEGIC PLAN  
ANNUAL PLAN 2024-2025

Overview: The decision has been made to create an annual plan that will maintain and build on the themes, goals, and action steps of the current strategic plan (“University Rising”) which concludes on June 30, 2024. Given the impact of COVID in 2020-2021, Messiah benefits by having a one-year plan extension.

University Rising vision statement:

*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 1: DISTINCTIVE TEACHING AND LEARNING**

Focus

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:** Messiah University will cultivate a community of thriving educators by coordinating a comprehensive, dynamic and responsive set of professional development programs centered on institutional priorities and distinctives. (Provost)

1. Develop campuswide support for the rationale and related policies and procedures for The Bridge Center. (Provost; Partnerships)
2. Prepare educators to support students in the Intellectual and Developmental Disability Certificate Program. (Faculty Development; Student Success and Engagement)
3. Strategically equip relevant educators to support our dual enrollment population and represent Messiah programs. (Faculty Development; Enrollment Management)
4. Support educators in building competencies and ethical frameworks for the use of artificial intelligence. (Faculty Development)
5. Design and implement educator mentoring communities devoted to institutional priorities (scholarship, advising). (Faculty Development)

**Goal 2:** 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. (Provost)

1. Build dual enrollment pathways for students that align with high demand undergraduate pipeline programs. (Provost; Enrollment Management)
2. Develop an infrastructure and policies for classifying, awarding, branding and tracking micro credentials. (Associate Provost; Registrar)

## **THEME 2: SEE MESSIAH ANEW**

### 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. (Enrollment Management)

1. Expand dual enrollment to 300 students in fall, spring and summer courses 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; Marketing and Communications; Provost)
2. Recommend to the president options for a fifth undergraduate pipeline program to include in the final year (FY25) of the multiyear marketing/enrollment strategy for our pipeline programs capable of achieving enrollment growth. Note: current undergraduate pipeline majors are: applied health science; cybersecurity; engineering and nursing. (Enrollment Management; Provost; Marketing and Communications; Institutional Research)
3. Fulfill the strategies for achieving next-level excellence in attracting and retaining students of color and international students, bringing overall enrollment to no less than 25 percent of the undergraduate and graduate student population by 2025. These strategies are informed by Journeying Toward Reconciliation Together, Messiah University's Diversity strategic plan. (Enrollment Management; Diversity Affairs)

**Goal 2:** Advance digital recruitment and enrollment strategies as an essential priority to generate awareness and engagement throughout the student's full lifecycle of enrollment at the university. (Advancement; Marketing and Communications)

1. Enhance digital presence for prospective undergraduate and graduate students. (Web and Digital Marketing)
  - Identify and integrate a Content Management System (CMS) that aligns with our goals for sustainability, security and agility, enhancing our ability to manage digital content efficiently and adapt to future digital trends.
  - Ensure all digital assets used by prospective students offer intuitive information and an engaging user experience. Key foci include mobile optimization, ADA compliance and uniform branding.
2. Implement targeted marketing campaigns. (Web and Digital Marketing)

- Develop and execute data-driven digital marketing campaigns that target prospective students at different stages of their decision-making process, using SEO, content marketing, digital advertising and email marketing.
- Utilize data analytics to gain insights into prospective student behaviors, preferences and needs, informing strategy adjustments in real-time.

**Goal 3:** Enhance strategic communication with alumni, parents and donors as key stakeholders in support of institutional fundraising, engagement and learning-for-life educational initiatives. (Advancement)

1. Implement a new advancement-focused customer relationship management (CRM) platform (Slate Advancement) that will integrate with Messiah’s alumni, parent and donor data to facilitate a strategic communication flow that will connect and engage these important audiences with key institutional programs, priorities and initiatives. (Advancement, Development; Alumni and Parent Relations)

### **THEME 3: SUSTAINABLE FUTURE**

#### 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:** Messiah University will successfully expand and support new academic programs to increase net revenue through increased student enrollment. (Provost)

1. Develop and launch a residential program for students with intellectual disabilities with anticipated first cohort in Fall of 2025. (Provost; Associate Provost)
2. Design a 1+3 path to an undergraduate degree, where the “1” is a clear pathway of dual enrollment courses followed by three years of residential enrollment at Messiah. (Provost, Associate Provost)
  - Build on the Educators for Tomorrow program.
  - Identify additional high-demand majors.
3. Explore potential development of new revenue-generating programs with particular focus in allied health fields (GR and UG). (Provost; Dean of SGPS; Dean of SSEH)
  - A 3+2 in Athletic Training (where Messiah is the “2”)

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

1. Increase the institutional endowment to \$135 million by June 30, 2025 (increase of \$5 million with \$2 million coming from new gifts):
  - Incrementally increase public equity allocation and proportionately reduced fixed income allocation of endowment. Specifically, the upper asset allocation limit for equities was increased from 45 percent to 60 percent, and the lower asset allocation limit for fixed income was reduced from 45 percent to 30 percent. (Finance and Planning)

- Solicit endowment gifts as part of the matching challenge initiatives we have utilized over the past 10 years. For budget relieving dollars, gifts of endowment are matched dollar-for-dollar. (Advancement; Development)
2. Raise \$3 million by June 30, 2025, in annual restricted funds for capital and/or program support, i.e., building projects and/or gifts restricted to a specific program for “over and above” expenses, including a focus on science facilities and equipment. (Advancement; Development)
    - Focus restricted fundraising efforts on the Warmer Welcome Campaign.
    - Commemorate the 40<sup>th</sup> Anniversary of Nursing – launch a fundraising event to both enhance patient simulator equipment in our nursing department and help purchase a neonatal intensive care unit at the Macha Mission in Zambia. This recognizes both the 40<sup>th</sup> year of Messiah nursing and our longstanding partnership with the Macha Mission that has been transformational for our nursing students.
    - Explore potential fundraising for science/health equipment and space renovation.
  3. Raise \$1 million by June 30, 2025, for the Messiah Fund to provide much needed unrestricted support for University operations. (Advancement; Development)
    - Continue to implement a yearlong solicitation strategy for the Messiah Fund, including “back-to-school,” Advent, Giving Day, and fiscal year-end initiatives.
    - Implement a major gift focus for the Messiah Fund by approaching major donors who have paid pledges from previous campaigns.

#### **THEME 4: TRANSFORMATIVE CONNECTIONS**

##### Focus

Transformative connections are strategic partnerships and formal relationships with organizations that will result in significant financial benefits to the University, while simultaneously assisting the partner organization in meeting their goals and the University realizing its educational mission. The primary outcome of these connections will be the generation of significant new tuition and non-tuition revenue. Secondary outcomes may include new student internships and experiential education opportunities, and positive community relationships.

**Goal 1:** Further develop The Bridge Center and expand the populations served. (Partnerships)

1. Develop new programming with partners (for example, manufacturing and construction management, cyber-security, mental health, small business succession planning, etc.). (Partnerships)
2. Implement strategies to engage and serve university alumni and parents through The Bridge Center. (Partnerships; Alumni and Parent Relations)
3. Explore funding opportunities (local, state, federal and workforce boards and/or legislative earmarks) that will support The Bridge Center efforts. (Partnerships; Advancement)

**Goal 2:** Secure a healthcare partner(s) to increase graduate and undergraduate student enrollment in the applied health sciences, increase student financial assistance, secure additional clinical

placements, support Interprofessional Research and Education (IPE), develop continuing education through The Bridge Center. (Partnerships)

1. Invite regional healthcare providers and leaders to campus to explore distinct possibilities for collaboration. (Partnerships)
2. Develop a strategy for financial aid support from healthcare providers that is linked to clinicals and the recruitment and hiring practices. (Partnerships)

**Goal 3:** Increase the number of domestic enrollment partners resulting in additional graduate and undergraduate students while simultaneously meeting our diversity goals. (Enrollment Management; Diversity Affairs)

1. Add three additional gap year program agreements resulting in new undergraduate enrollment. (Provost; Partnerships; Enrollment Management)
2. Add three additional Pathway Partnership Schools with an emphasis on recruiting students of color. (Partnerships; Enrollment Management)
3. Implement Educators for Tomorrow Dual Enrollment Program by Fall 2024. (Partnerships)

**Goal 4:** Expand presence in international settings, resulting in additional graduate and undergraduate students simultaneously meeting our diversity goals. (Partnerships; Enrollment Management)

1. Establish a global partner network bringing together partners, friends and supporters from K-12, universities, non-profit organizations, ministries, and businesses who will champion Messiah and open pathways for others to join our community. (Enrollment Management, Partnerships)
2. Create a 3+1 partnership with preferred partner, Methodist College of Kuala Lumpur. (Provost; Enrollment Management)

**Goal 5:** Prepare for potential acquisition opportunities. (Provost; Enrollment Management; Partnerships)

1. Develop a universitywide plan that will guide the decision-making process for potential acquisitions of programs or institutions. (President; Partnerships; Provost)
2. Be prepared to accept students who are impacted from their institution closing or a program being shuttered (for example, simplify the admissions, financial aid and credit evaluation process) so that we can address their needs in a timely manner. (Partnerships; Provost)
3. Develop a human resources strategy for recruiting employees from institutions that are closing or eliminating programs. (Human Resources and Compliance)