



UNIVERSITY RISING
STRATEGIC PLAN 2021-2024
ACTION STEPS UPDATE – MASTER REPORT
SPI OVERSIGHT COMMITTEE MEETING - DECEMBER 7, 2021

The University Rising strategic plan was developed and will be implemented during a challenging and intense time of global and national change. Together, the Messiah community is working to fulfill our institutional mission in the midst of a worldwide pandemic. The past academic year (2020-2021) has taught our community many important lessons about resilience, relevancy and adaptive change. With courage, confidence and creativity we plan to move the University forward, united by our common Christian faith, commitment to excellence in all our endeavors and our desire to serve and mentor our students.

As a community of educators, we believe the world needs Messiah graduates who incarnate the University values and model our communication tagline of sharpening intellect, deepening Christian faith and inspiring action. We seek to educate and inspire our students to be a faithful, gracious presence in a society that is increasingly divided, polarized and also, skeptical of the vital role of religious faith in the public square.

As a community of educators, we value and embrace innovation. Throughout our 111-year history, Messiah has invented and reinvented itself as a Bible school, a junior college, a four-year liberal arts college which later added strong programs in the applied arts and sciences, and in 2010 a graduate school was added leading to the current status. Messiah has earned a well-deserved reputation for faith-based quality academics, athletics, the arts, and co-curricular programming, which combine to produce graduates who are critical thinkers, ethical decision makers and servant leaders. The University Rising strategic plan will enable us to build upon our history and nurture our key distinctives which are:

- A commitment to a gracious Christian approach to faith formation expressed in love of God and neighbor
- A commitment to educational excellence for all programs across all levels
- A commitment to inclusive excellence rooted in the intersection of our missional outcomes of service, leadership and reconciliation

Our shared vision for Messiah University is as follows:

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.

I. THEME TEAM 1 – DISTINCTIVE TEACHING AND LEARNING

Focus

With teaching and learning at the heart of our educational mission, we seek to leverage the distinctives of a Messiah education to reinvent or revitalize compelling teaching and learning practices for learners from high school age to elder years. In particular, we seek to attract, enroll and retain new students from outside of our current student demographic.

- **Goal 1:** Messiah University will strategically use technology and campus spaces to increase educational access and student success across the learning experience. (President)
 1. Assess curriculum to identify and clearly articulate the role of digital citizenship competencies (skills and ethics) in different learning environments (grad, undergrad, and co-curriculum). (FY22) (Provost Cabinet)
 - Update:** Provost's Cabinet has not yet discussed a framework for this assessment. The assessment of digital citizenship competency has been incorporated into the design plan for the general education revision.
 - Next Steps:** Provost's Cabinet will discuss this in spring 2022.
 2. Assess students' current access to technology resources and services to identify and work toward addressing gaps in equitable access and inclusion. (FY22) (Director of Student Success; VP for Diversity Affairs; Director of the Academic Success Center)
 - Update:** *Action Step 2 working group have completed the following actions:*
 - The working group met on 10/5/21 to discuss our action item of drafting, distributing, and assessing a survey related to student use of technology at Messiah. This survey is being created to help inform recommendations for upper administration to consider as it relates to strategically using technology and promoting student access and success. It was determined that the survey would be broken down into themes: personal use, access, and use of technology for classroom and student learning. At the conclusion of our meeting, we delegated the themes to each working group member with the plan to meet in the coming weeks with a draft of questions for our specific theme. We planned to have these questions reviewed with Dan and Laura after we reconvened as a group first.
 - The working group met on 10/29/21 to share initial questions and ideas for the structure of the survey.
 - On 11/1/21 a Teams group was created to include the working group and Laura and Dan.
 - On 11/3/21 the working group met with Dan and Laura who gave feedback and recommendations for the survey. To mention, there was additional information needed from other campus areas (ITS, ETS, graduate school) that would inform questions for the survey. Working group members were delegated to follow up with a respective area.
 - By 11/9/21 the members of the working group had received additional information from the areas who were identified from the previous meeting.
 - Next Steps:** *Action Step 2 working group plans to complete the following actions:*
 - By December 3rd, the working group will update the survey with the additional information they've received, and recommendations given by Dan and Laura.
 - Prior to Christmas break, the working group will meet with Dan and Laura (and possibly a rep from ETS) to review the survey again.
 - A conversation with grad school will also occur, at some point, prior to the holiday break.
 - In early January, the working group will have their final edits completed and reviewed again.
 - The survey will be completed by the end of January and ready for distribution to the student body.
 3. Assess campus space to strategically align technology, room capacities, room utilization, and course/section capacities with teaching & learning priorities. (FY 22) (Associate Provost; VP for Operations)

Update: We have identified a task force – first meeting is scheduled 11/30/21. We have a contract with Derck and Edson to assist in the space planning part of this project.

Next Steps: Post meeting, finalize the questions we are addressing. Set schedule of meetings for the winter.

- **Goal 2:** Messiah University will reflect Messiah distinctives across educational programs, support structures and staffing. (President)
 1. Revise the undergraduate general education program to be flexible, compelling, relevant and reflective of Messiah’s core mission, values and distinctives. (FY23) (Provost)

Update: A task force led by the Provost met regularly in Summer/Fall 2021 to establish a framework for the general education review and define essential learning outcomes.

Next Steps: The task force will continue in spring 2022.
 2. Provide professional development for all employees toward increasing awareness, understanding, and integration of those distinctives into all aspects of the Messiah experience and equipping employees to effectively tell the Messiah story. (FY23) (VP for Human Resources and Compliance; Executive Director of Marketing and Communications)

Update: President Phipps is planning to have a meeting in January to which Carla and Amanda are invited where we map out our plan for moving this action step/ goal forward. At this point, Kim is taking the lead on this action step – that may change in January, but up to this point, Kim is deciding how it will move forward.

Next Steps: TBD
- **Goal 3:** 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. Enhance our professional development programming to serve the full range of teaching and learning modalities (F2F, hybrid, online). (FY22) (Associate Provost; Director of Faculty Development)

Update: We are conducting our review of current programming aligned with target date of May 22 identified for completion. To date, we have pulled together data of offerings from Office of Faculty Development into a spreadsheet and are in the early stages of identifying categories.

Next Steps: Next steps are to review data and finalize categories that will best facilitate determining areas for future development.
 2. Design and implement educator development programs that promote participation around strategic priorities, including a robust offering of mentoring communities devoted to areas of interest (examples: scholarship, advising, inclusive excellence). (FY23) (Vice Provost for Student Success and Engagement; Associate Provost; Director of Faculty Development)

Update: We are conducting our review of current programming aligned with target date of May 22 identified for completion. To date, we have pulled together initial data regarding offerings delivered by the Office of Faculty Development into a spreadsheet and are in the early stages of identifying categories.

Next Steps: Next steps are to review data gathered, augment as necessary, and finalize analytical categories in order to best facilitate determinations regarding areas for future development.

II. THEME TEAM 2 – SEE MESSIAH ANEW

Focus

It is vital to leverage our historic transition to Messiah University, and 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 expand, recruit and retain a more diverse undergraduate and graduate student body. (VP for Enrollment Management; Dean of the School of Graduate Studies)
 1. Expand Dual Enrollment (DE) online undergraduate (UG) courses in fall, spring, and summer and develop an enhanced DE enrollment plan, branded web presence, and outreach to partner schools (public and private), homeschool organizations, cyber and charter schools. (FY22-23) (VP for Enrollment Management; Executive Director of Marketing and Communications; Associate Provost)

Update:

- 134 students are enrolled in Dual Enrollment courses for fall 2021 (our highest number of students). Of those, 86 are taking at least one course online.
- Between the summer and fall, we've seen students from CT, DE, MD, NJ, NY, TX, VA, as well as numerous locations in PA that are not within commuting distance to campus, take online courses with us.
- We enrolled 39 new students in Fall 2020 who had previous dual enrollment participation at Messiah.
- Email blasts have been sent to students in the admissions database to promote spring dual enrollment offerings.
- A planning meeting was held on November 19 to determine next steps for continued growth in dual enrollment.

Next Steps:

- Admissions will work with the Provost's Office to identify fall, 2022 online course offerings by February.
- Admissions will work with the Office of Marketing and Communication in spring, 2022 to establish next steps in marketing.

2. Establish and formalize an annual comprehensive UG pipeline program multiyear strategy for our top 3-5 programs capable of achieving enrollment growth. (FY22) (VP for Enrollment Management; Associate Provost; Executive Director of Marketing and Communications)

Update: The following progress has been made on providing the enhanced admissions and marketing focus for the University's five UG pipeline programs (applied health science, biology, cybersecurity, engineering and nursing):

Marketing

- Digital marketing campaigns have been made live on a rolling basis for all pipeline programs since November 2020.
- Academic program videos will be completed for all pipeline programs and circulated via Slate, the web, and digital marketing campaigns by the end of December 2021.
- Video and/or 360 panoramic photos of the facilities for each pipeline program have been added to the admissions virtual tour, and have been added to each individual's program web page.
- Redesigns of pipeline department open house presentations are either completed, or will be completed by the February 2022 open house for all pipeline programs.

- Social media and Bridge editorial content plans have been updated to regularly feature students, faculty and graduates from all five pipeline programs.

Admissions

- Admissions leadership met with deans to determine best focus visit day options for pipeline programs for fall 2021.
- Dana Britton and Carla Gross met with the chairs of pipeline programs to discuss additional marketing and recruitment ideas in addition to those listed above.
- Admissions staff evaluated open house presentations for pipeline programs and forwarded input to Marketing and Communications for their review and use in the redesign.

Next Steps:

- Complete the remaining open house presentation redesigns that are currently in the queue (engineering, biology, applied health science).
- Assess the digital campaign performance and competitor spend for each program and make budget, strategic or budget adjustments.

3. Develop strategies for achieving next-level excellence in attracting and retaining students of color and international students, bringing our overall enrollment to no less than 25 percent of the undergraduate and graduate student population by 2024. (FY22) (VP for Enrollment Management; VP for Diversity Affairs)

Update:

- Offices of Multicultural Student Programs and International Student Programs are reorganized under Diversity Affairs and partner with key personnel in Admissions to refocus efforts on multicultural student recruitment and retention.
- Participation continues to increase in our Multicultural Student orientation program during Welcome Week.
- Admissions and OMP co-host special fall emphases and events for multicultural student recruitment:
 - Latinos@Messiah Special Event, Wednesday, October 6
 - National Hispanic College Fair (Lancaster, PA) Fall, 2021
 - Open House sessions with Multicultural Student Programs, October – November, 2021
 - Sci-Tech High School Event with BSU, Wednesday, November 17
 - Philadelphia Futures Virtual Event, Friday, November 18
- A variety of special guests and speakers graced our campus this fall to address themes of reconciliation including, but not limited, to:
 - Kent Chevalier, Chaplain for the Pittsburgh Steelers
 - Steve Prince, Artist in Residence
 - Dr. Lamar Hardwick, “The Autism Pastor”
- The Graduate Multicultural Student Organization was re-established this fall.

Next Steps:

- We continue to increase access to our multicultural scholarship program, extending invitations to all Students of Color who apply for admission and others who exhibit a strong commitment and leadership potential toward diversity and reconciliation in application materials and/or campus visit. We will return to on-campus events, hosting three multicultural scholarship days:
 - Friday, January 21
 - Friday, February 4
 - Friday, February 11

- A program review is being conducted for R.H. Flowers Scholarship, with recommendations expected by spring, 2022.
 - An Alumni of Color event is planned for April 22-24, 2022, with special emphases on networking with current students and bringing prospective students to the April Admissions Open House.
 - The Graduate School is working on an admissions agreement with Delaware State (an HBCU) for the MSAT, look for update in spring, 2022.
 - Graduate Enrollment is reviewing the policies and support for international students (TOEFL score, admission requirements, application process, etc.), recommendations coming fall, 2021.
- **Goal 2:** Research, deepen and apply our understanding of the educational goals, motivations and obstacles of our key educational stakeholders to strengthen our institutional recruitment, marketing and brand. (President)
 1. Develop and implement a new systemic annual cycle of primary and secondary market research that will analyze target audiences across Messiah's expanded Learning for Life educational programs, including quantitative survey research and qualitative focus groups that will guide the expansion of competitor analyses and detailed learner profiles for each audience segment. (FY23) (Executive Director of Marketing and Communications)
 - Update:** This goal does not launch until FY23, so no firm action steps have proceeded to date.
 - Next Steps:**
 - Develop a written inventory of all primary/secondary and quantitative/qualitative market research currently used by the Office of Marketing and Communications to identify gaps.
 - Develop a potential schedule of prospective student/parent focus groups for spring 2022-spring 2024 open house/visit events and discuss with UG Admissions.
 - Work with IR to develop a body of focus group topics and questions based on issues of "deeper dive" raised by the ASQ, Homegrown survey, and CREDO surveys.
 - Use focus group results to identify questions that would be helpful to add to our annual quantitative survey instruments
 - Develop an annual outcomes survey for graduate and ADP students to provide outcome data for our SGS marketing.
- **Goal 3:** Expand awareness of Messiah's brand and distinctives as a nationally recognized comprehensive Christian university—both in our surrounding region—and in potential new geographic markets as guided by strategic partnerships and research. (President)
 1. Create and launch a strategic multimedia campaign for Messiah University designed to share the story and generate awareness of our educational brand, value and distinctives—both in our region—and in new geographic markets where research and strategic partnerships indicate there are prospective target audiences who reflect Messiah's consumer profiles and synergy with Messiah's Christian educational mission. (FY22) (President; Executive Director of Marketing and Communications; Dean of the School of Graduate Studies)
 - Update:**
 - Marketing and Communications has been gathering campus b-roll during spring, summer and fall 2021 to use in the promotional video/commercial for this initiative.
 - Charlotte, NC, has been identified by the President's Office as the initial geographic region for this multimedia initiative.

Next Steps:

- A team of campus administrators involved with this initiative will visit Charlotte in late March 2022 to learn more about the needs, motivations and potential partnerships in the region. This information will help inform the creative content of the multimedia campaign.
 - Marketing and Communications will research multimedia costs and opportunities in the Charlotte region (digital, outdoor, radio) to begin to develop budget parameters and marketing mix
2. Assess Messiah's current campus site marketing and develop and implement a site marketing plan, including the exploration of emerging technology, with a particular focus on new indoor and outdoor areas including the Kim S. Phipps Admissions and Welcome Center, campus green and proposed campus entrance. (FY22) (President; Executive Director of Marketing and Communications; VP for Operations)

Update:

- Met with the President, Vice Provost for Student Success and Engagement and walked the campus to determine how best to use outdoor site marketing
- Determined that The Commons (new campus green), the main campus entrance, around Old Main and at Larsen Student Union were locations to place banners that told the See Anew stories.
- Worked with a vendor to create designs for the new banners.
- Installed all banners except at Larsen Student Union – they will be installed later this semester.

Next Steps:

- Replace the Boyer – Howe Atrium banners with updated *See Anew* ones. Expected to be completed by January, 2022.

- **Goal 4:** Advance digital recruitment and enrollment strategies as an essential priority to generate awareness and engagement throughout the student's full lifecycle of attendance. (Executive Director of Marketing and Communications)
 1. Develop critical digital recruitment assets and strategies designed to generate awareness about Messiah University while engaging users with meaningful and creative content. Leverage real-time reporting to continuously optimize and evolve campaigns to improve the return on investment for advertising dollars. (FY23) (Director of Web and Digital Marketing)

Update:

- A real-time report was developed in August that shows all leads in our CRM that originated from digital marketing campaigns. In addition to showing new leads the report allows us to also see down funnel progress and lead quality metrics. This report continues to play a large role in our ongoing optimization and improvement efforts. See full report in Canvas for schematic.
- We recently implemented Google's new analytics product, Google Analytics 4. Google Analytics 4 is a much better product and allows us to better understand engagement with prospective students on our website and marketing materials.
- New requests for information forms have been added to the UG program pages to make it easier for prospective students to quickly find and complete the forms after clicking a digital ad.
- We continue to test advertising on new social media channels. We recently ran an A/B test between Snapchat and TikTok.

Next Steps:

- In January we will be moving all digital marketing efforts in house with the help of the new Digital Marketing Manager position. This transition will require a lot of work and focus in the coming months but in the long run will leave us in a better position to adapt to the growing demands of digital marketing.
- An ongoing challenge we are facing is the constant update to privacy policies with Facebook and Apple. These updates have required us to adapt strategy and tracking tactics across most of our campaigns.

2. Improve marketing automation capabilities and communication flows for prospective students and their families. (FY23) (Director of Web and Digital Marketing)

Update: Kris Hardy worked with Bethany Parliament-Chevalier (Director of Enrollment Management Operations) and Laura Miller (Director of Institutional Research) to develop a way to measure success for this action step. Using our CRM we created a report that allows us to analyze yield rates for undergraduate and graduate students. This report provides insight into the funnel and helps us identify issues with yield. See full report in Canvas for report sample.

In addition to reporting, a small working group made up of employees from marketing and admissions continues to optimize automated email and digital marketing campaigns. Work so far has included:

- Full review and audit of UG email content,
- Design and development of new email templates to improve functionality and compatibility across different devices,
- Development of new UG emails to bolster pre-existing campaigns email campaigns and reinforce topics important to prospective students and their families,
- Launch of a new "myMU" portal for accepted UG students and their families, and
- Rollout of new search campaigns for grad students.

Next Steps:

- Academic content continues to play an important role in admissions communications and marketing. In addition, prospective students recently ranked connecting with a faculty member as the 4th biggest influence when searching for schools (see full report in Canvas for survey sample).
- Because of this, we are in the process of developing a method to allow prospective students to connect with faculty members from their program of interest. Emails from faculty members will automatically send after a student opts into the communication. This will create a direct channel of communication between the faculty member and student.
- A plan for this has been championed by both marketing and admissions and will be presented to Provost's cabinet in the coming weeks.

• **Goal 5:** Enhance strategic communication with alumni, parents and donors as key stakeholders in support of institutional fundraising, engagement and learning for life educational initiatives. (VP for Advancement)

1. Implement a new advancement-focused customer relationship management (CRM) platform 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. (FY22) (VP for Advancement; Executive Director of Development; Director of Alumni and Parent Relations)

Update: We remain on track for a “go live” date of Jan. 3 for the implementation of CRM Advance. Initial transfers of Banner data into CRM Advance have occurred successfully, and we anticipate no issues when we run the final transfer on Dec. 6. We will then process data concurrently in Banner and CRM Advance during the month of December to make sure the new system is working correctly. The core leadership of the CRM Advance team -- Bob Feil, Jon Stuckey, Maria Rippon, Pam Thomas, Melanie Winters, and Bob Getty -- has been in training and implementation mode for the past year. In more recent weeks, end users, including gift officers and administrative support staff, have undergone training on how to access and best utilize CRM Advance. There is some question as to whether we can run Banner and CRM Advance concurrently because of licensing concerns; however, we expect to have clarity on this issue in the next few weeks. It would be helpful if we did not have to “turn off” Banner for Advancement on Dec. 31, but we have contingency plans in place should that happen.

Next Steps: After Jan. 3, task-specific focus groups will be convened in the coming weeks to ensure that as the transfer to CRM Advance continues to roll out, we will be able to quickly address unexpected issues or concerns. Our hope is to be fully up and running with limited issues by summer.

III. THEME TEAM 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 programs, services and infrastructure leading to designation as a National Security Agency Center for Academic Excellence – Cybersecurity Defense Education (CAE-CDE) institution to support existing and new traditional UG, ADP, graduate and professional cybersecurity programming. (FY22) (Provost; Dean of the School of Graduate Studies; Dean of the School of Science, Engineering and Health)

Update Report:

- Director of Cybersecurity Education Vinny Sakore submitted Messiah’s initial application to the NSA CAE-CDE in October 2021. The application was accepted and an NSA program mentor has been assigned for the program development phase. Director Sakore has met with the program mentor once.
- The MU cyber center site has been identified (Frey 145), and architects from Crabtree, Rohrbaugh & Associates (CRA) consulted on Oct. 11 to present and refine plans. Partial internal funding has been secured and Director Sakore has met with Development to begin fund-raising for the cyber center.
- Director Sakore has hired an administrative assistant for cybersecurity and is chairing the search committee for a cybersecurity full-time faculty member.
- Director Sakore has formed a cybersecurity education advisory board, is working with three firms to develop internship relationships, and is planning to host at least

three community engagement events this year (podcast, lunch & learn, webinar for a bank).

- Finally, we are beginning to explore connections between business and cyber (grad, TUG and ADP) so that students might be able to easily pursue a minor, cert, double major, etc. This is at the very early stages (i.e., Vinny and Andy Babyak met each other for the first time last week).

Next Steps:

- Minor curricular revisions are needed in the TUG cybersecurity major to align with NSA CAE-CDE outcomes.
- Approval for CAE-CDE is projected for June 2022
- Fund-raising will continue for the cyber center.
- TUG recruitment continues with a goal of 15 incoming cybersecurity majors for fall '22.
- A challenge will be hiring a FT faculty member in cybersecurity, given market realities.

2. Leverage faculty expertise and meet clinician needs by developing graduate level, post-licensure certificates in Occupational Therapy. (FY22) (Dean of the School of Graduate Studies)

Update: Nothing has been done to date. We are considering a few options, but no decisions have been made yet.

Next Steps: Spring 2022 plan an initial brainstorming meeting to map out next steps.

3. Expand current graduate-level program options in counseling to build on the program's strong enrollment and track record. (FY22) (Dean of the School of Graduate Studies)

Update: An initial meeting was held to begin the conversation with those in key areas that support the counseling program.

Next Steps: In spring 2022 we will have the information needed to make a plan for next steps.

4. Expand Adult Degree Program (ADP) and enrichment learning education options by offering micro-credentials (certificates, badges, CE). (FY22) (Special Assistant to the President and Provost for Program Development; Dean of the School of Graduate Studies)

Update: We have added to the list of potential ADP programs based on continuing conversation with campus colleagues; however, no further actions have been taken. There is strong sentiment among academic leaders that initiation of additional ADP programs should be based on collaboration with specific workforce development partners.

Next Steps: If ADP program development is to advance through key strategic partnerships, then the next step to address this action step is the appointment of the senior level administrator to oversee the workforce professional development initiative (Theme 4, Goal 1).

5. Design internal and external accelerated programs in high demand degree programs (for example, internal degree in BS/DPT and external agreements in BS/MS Physician Assistant). (FY23) (Dean of the School of Graduate Studies; Dean of the School of Science, Engineering and Health)

Update:

- We are re-working the MS Nutrition and DI and we hope to re-submit to ASCEND. When approved this this will result in an additional internal accelerated degree program. The curriculum for the MS/DI is aligned with the MSAT (that is also

being updated). These updates align both programs with their respective accreditors and also they will be more efficient and provide interprofessional learning.

- Matt Lewis and Rob Pepper are in conversation with several other institutions to secure pathways for their undergraduate students to gain admission to our DPT and MSAT programs. There is some initial strong interest and we hoping to sign these agreements in the spring. We are targeting CCCU institutions, local state institutions and HBCU's.

Next Steps: Sign an agreements with other institutions and pass curriculum.

6. Expand current graduate-level program options in music to build on the program's strong enrollment and track record. (FY22) (Dean of the School of Graduate Studies)

Update: Nothing has been done on this action step.

Next Steps: Host an initial meeting in spring 2022 to map out the options.

7. Identify and implement opportunities for offering select "traditional" undergraduate degree programs, and courses via online or hybrid delivery methods. (FY23) (Provost Cabinet)

Update: This has been a focus of the Provost Cabinet in the fall. We are working on developing a design plan for this goal. To date, this includes the following:

- We have identified all of the places we currently use synchronous and asynchronous online delivery in our curricular programming. This includes --
 - Summer online for TUG, ADP, Dual Enrollment (DE).
 - Asynchronous online courses during the semesters and parts of term for ADP, TUG, DE. Offering TUG is a new direction that was ramped up during COVID and will continue.
 - Fully online Graduate Programs.
 - Hybrid courses have been piloted for DE in the past; this year they have moved to online asynchronous (in addition to continued availability of F2F courses).
 - Online asynchronous courses specifically for DE, as well as reserving seats in TUG sections that are online asynchronous.
 - Synchronous remote for temporarily and "fully" remote during COVID.
- We are working to determine how these can be strategically leveraged and policies for administering these courses.
 - We have the goal for most categories of QuEST to be offered online to better serve ADP, TUG and to provide a curricular foundation for fully online degrees/majors and certificates.
 - We need to coordinate asynchronous online course section offering to support growth in ADP, DE, and external certificates while serving TUG as efficiently as possible.
 - We need to develop polices to determine the availability and use of online asynchronous courses for residential TUG students.

Next Steps: The above, as it is developed and fine-tuned, will create a framework for expanding synchronous online UG programming with certificates and possible majors that will enhance UG enrollment.

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

1. Launch the public and final phase of the current \$75M comprehensive campaign – *Learning for Life, Transforming the World: The Campaign for Messiah University* – to be completed in June 2023. (FY22) (VP for Advancement)
 - Update:** We had a successful virtual announcement of the public phase of the Campaign for Messiah University on September 16, 2021. In addition, we had nice press coverage from the Central Penn Business Journal about the Campaign. We announced that we were \$70 million towards our \$75 million goal. We are pleased to report that we are now at \$72 million or 96% of our goal. We feel very confident about a successful completion of this campaign by December 2022, which is a revised end date from the previous target completion of June 2023. A key aspect of the Campaign is the completion of the Kim S. Phipps Admissions and Welcome Center. We were grateful to have officially dedicated this wonderful new facility on October 15.
 - Next Steps:** Our focus during the final phase of the Campaign will be on the Messiah Fund, scholarship aid and endowment, estate planning conversations, and fundraising for various new facilities. We will highlight the Messiah Fund on our annual Giving Day, which has an increased goal of \$150,000 and will be held on April 12, 2022. As far as facilities, we are focused on raising approximately \$2M for the enhanced Campus Entrance areas both at the roundabout on Lisburn Road and the main entrance to campus at Grantham Road and University Ave. We are also in the planning stages for determining the scope of a project focused on enhancing hospitality and concession areas near Starry Athletic Complex. In recent weeks, we have been charged with raising \$350K in new funds for an expansion to the Engle Health Center.

2. Increase the institutional endowment to \$145 million (increase of \$8 million with \$4 million coming from new gifts). (FY24) (VP for Advancement; VP for Finance and Planning)
 - Update:** As of Wednesday, November 17, 2021 the institutional endowment has a market value of \$141.03 million, with \$285,000 in new gifts and the remaining growth coming from market appreciation. This value is net of approximately \$2 million in endowment spending.
 - Next Steps:** The investment team of Messiah University and Select Asset Management staff members will continue to manage the endowment investments according the university’s investment policy statement, and staff members with the Division of Advancement will continue soliciting endowment gifts to add value to the endowment. Raising new endowment funds continues to be a challenge, but donors will hopefully accept more face to face meetings now that Covid restrictions around the country are being eased or lifted.

3. Raise \$4 million per year or \$12 million over three years 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. (FY22-24) (VP for Advancement; Executive Director of Development)
 - Update Report:** As of mid-November 2021, we have raised approximately \$600K in restricted funds for capital and/or program support towards our \$4M FY2022 goal. In the coming weeks, we anticipate significant pledge payments and new gifts that will keep us on track to reach the goal by June 30, 2022.
 - Next Steps:** In addition to expected pledge payments on past commitments, we will be focused on raising new dollars for the enhanced Campus Entrance project, new concessions and hospitality facilities for the Starry Athletic Complex, and an expansion to the Engle Health Center.

4. Raise \$3.9 million (\$1.3 million per year) for the Messiah Fund to provide much needed unrestricted support for University operations. (FY22-24) (VP for Advancement; Executive Director of Development)

Update: As of mid-November 2021, we have raised over \$775K for the Messiah Fund towards our \$1.3M FY2022 goal. We feel confident that we will be able to reach the goal by June 30, 2022.

Next Steps: In addition to expected pledge payments on past Messiah Fund commitments, we will be focused on raising new Messiah Fund dollars particularly through two focused campaigns: 1) Our annual Giving Day, which has an increased goal of \$150,000 and will be held on April 12, 2022; 2) Our annual fiscal year end fundraising effort, which is held during the final weeks of the fiscal year to ensure we provide all donors an opportunity to provide annual support to Messiah.

5. Expand use of campus facilities and catering services for an increased number of external constituents. (FY22) (VP for Operations)

Update:

- Dining Services has recently re-aligned the leadership team within Two Bridges Catering to improve efficiencies and profitability for enhanced revenue and contribution generation. The Catering Manager has researched, developed and implemented a costing and pricing program that provides competitive quality pricing and appropriate contribution margins.
- Conference & Events Services has been working to confirm summer 2022 participation from all of our past clients. As of November 15th, all conference groups except for one have indicated they are tentatively planning to hold their 2022 conference at Messiah University.
- We experienced a significant blow to our goal of increasing Airbnb revenue both in the summer (apartments) and year-round (Homestead). Due to tax liability for the institution, we will no longer be pursuing this option. This will impact future growth of revenue.

Next Steps:

- To hire the vacant Supervisory position(s) to support the required staffing of on and off-site catering events.
- Remain vigilant and proactive in seeking Catering sales opportunities as Covid restrictions fluctuate,
- Actively re-start our merchandizing and marketing sales strategies as Covid restrictions decrease.
- Seasonal Catering Menu's and features will be forwarded to all current and potential customers for increased sales opportunities.
- Conference Services will continue to strategize about our summer business.
- We have a scheduled meeting with Enrollment Management on ways to collaborate and form a pipeline for summer campers who could be future students.

IV. THEME TEAM 4 – TRANSFORMATIVE CONNECTIONS

Focus

Transformative Connections are strategic partnerships and formal relationships with organizations that have the potential for “game-changing” benefits to the University while simultaneously assisting the partner organization in meeting their goals. While these transformative connections may result in opportunities for new student internships, experiential education, and donor relations, they are not simply community engagement as currently defined. Transformative connections must be mission

driven, market sensitive and net revenue positive for the University; generating significant new tuition and non-tuition revenues that support the mission and goals of Messiah University.

- **Goal:** Messiah University will establish a new initiative (led by a presidentially-appointed senior level administrator*) that focuses on identifying and developing new strategic partnerships. This initiative will serve as a resource to the entire campus community in evaluating and securing potential new partners. (President)

1. Establish a Workforce Professional Development Program. Messiah University will develop new programs or reshape current ones to address the needs of the rapidly changing workforce and the demand for enrichment learning. This program will assist partners in developing and delivering customized programming (certificates, micro-credentials, training, etc.) that exists apart from the traditional educational programming. (FY22) (New Appointee; Special Assistant to the President and Provost for Program Development)

Update: Jesse McCree and Geoffrey Roche presented (10/27) trends and workforce development needs in Central PA to the President's and Provost Cabinet and additional campus leaders. Rob Pepper (representing Messiah University) is now part of the newly established College/Employer Collaborative (CEC). One meeting occurred in November, the next meeting is scheduled for Dec. 6 at the Dixon Center. This is a group that is being organized by SCPA Works and is focused on workforce development in Central PA. Rob Pepper met with the Messiah University President's Leadership Council on 11/19 to discuss potential strategic partnerships and ideas for partnerships.

Next Steps: Additional conversations with potential workforce development partners will occur when the new leader of strategic partnerships begins work on January 3, 2022.

2. Establish International Student Recruitment partners by collaborating with the Division of Enrollment Management to leverage connections with ACSI International schools, alumni and parent networks, ministry contacts and corporate networks resulting in new recruitment partners. (FY23) (New Appointee; VP for Enrollment Management; VP for Diversity Affairs)

Update: No work has been done on this action step, per my knowledge.

Next Steps: Additional international recruitment partners will be identified when the new leader of strategic partnerships begins work on January 3, 2022.

3. Establish New Domestic Student Recruitment Partners by collaborating with the Division of Enrollment Management to establish new partners in regions of the United States where there is a stable high school graduation-rate and/or the overall population is growing. These partners will include:

- a. Growth population centers in the United States where Messiah has alumni, parent, ministry, school, and church connections. (FY22) (New Appointee; VP for Enrollment Management; VP for Diversity Affairs)
- b. Higher education institutions who express interest in accelerated programs, partnerships, and creative new programming models (ADP, Graduate and non-degree). (FY23) (New Appointee and Dean of the School of Graduate Studies)
- c. Formalizing a relationship(s) with a Gap-Year Program for high school students that leads to enrollment at Messiah University. (FY22) (VP for Enrollment Management and Associate Provost)

*Referred to as New Appointee

Update: The following steps were taken fall, 2021:

- We are in conversation with key alumni in Charlotte, NC about a spring trip (tentatively planned for the week of March 27, 2022) to:
 - Host an alumni and parent networking event,
 - Plan an Impact Venture Challenge among Christian high schools in the region, to be hosted during the 2022-2023 academic year, and
 - Explore best ways to tap into other resources (jobs, internships, marketing, recruiting, and fundraising).
- Our first gap year program partnership agreement was signed with OneLife. An official “signing ceremony” and partner reception will be hosted at Messiah on November 30, 2021 to solidify the relationship and discuss next steps in enrolling students at The University.

Next Steps:

- Announce other potential regions for partnership development, spring 2022.
- Pursue 1-2 additional gap-year program relationships, modeled after the OneLife agreement, spring 2022.

4. Identify and/or invest in new business partnerships where a percentage of the net profits can contribute to the annual operating budget of the University. (FY23) (New Appointee; VP for Finance and Planning)

Update: I am not aware of any new business partnerships that have been developed.

Next Steps: Potential business partnerships will be identified when the new leader of strategic partnerships begins work on January 3, 2022.

5. Create a revenue generating health and fitness initiative through the Messiah University Fitness Center that serves the general population and partners with medical professionals to serve targeted populations. The initiative will also provide robust experiential learning opportunities for Health, Nutrition and Exercise Science students. (FY23) (VP for Student Success and Engagement; Director of Wellness and Recreation; Dean of Science, Engineering and Health)

Update: A member management software system was purchased and built out for use. Rates were established for all memberships based on local comparisons and industry competitive advantage analysis. Multiple promotional and marketing events were planned to make our community aware the fitness center is open for community memberships. Due to the institution’s COVID-19 health and safety policies, we were not permitted to launch the memberships. We have been turning away interested community members weekly. Preliminary meetings have been held with educators in the DPT, MOT, and undergraduate HNES program to align curriculum, internships, and research opportunities with the opening of the fitness center to the public. In partnership with Marketing, we have begun the process of designing a visually appealing Falcon Fitness Center Logo.

Next Steps: We plan to launch memberships as soon as the institution allows us to welcome guests in the fitness center. While we wait for the lifting of restrictions, we will continue to work with campus partners to design the framework for experiential learning opportunities based out of the Fitness Center. Additionally, we will begin developing curriculum for our special population wellness classes. This curriculum will be pitched to local medical offices starting this upcoming summer (2022). We plan to have the new logo for the Falcon Fitness Center finalized soon. We will be

finalizing and submitting a personnel and operating budget framework that aligns with this initiative.

6. Establish a President's Executive Leadership Roundtable, consisting of regional and national senior executives, to identify partnership opportunities and explore ideas related to innovation and emerging trends. (FY22) (President; VP for Advancement)

Update: President Kim Phipps and Trustee Ken Moreland successfully identified and recruited eleven executives from for-profit and non-profit organizations to serve on the inaugural Executive Leadership Roundtable. These individuals include alumni, current parents, past parents and donors. Nearly all members have had significant international work and/or volunteer experiences.

Next Steps: The first meeting of the ELR will be held at the University on Tuesday afternoon December 7, 2021. A key challenge in coordinating the work of this group is that of finding an available date when all members can attend. All of these individuals are exceptionally busy leading their own organizations. The zoom meeting option will help to alleviate this challenge.