



UNIVERSITY RISING
STRATEGIC PLAN 2021-2024
ACTION STEPS UPDATE – MASTER REPORT*
DECEMBER 5, 2022

** In this document, Action Step Updates (in red font) since April 2022 have been incorporated into the University Rising Strategic Plan 2021-2024 to systematically track progress toward strategic goals.*

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:

A working definition of “Digital Competency” at Messiah University has been developed which includes the two important areas of Digital Proficiency (what can one do in the digital environment) and Digital Citizenship (how does one act/interact in the digital environment). In addition, a curricular inventory and distribution list have been developed for distribution to assess digital competency in the curriculum.

Next Steps:

The Gen Ed Task Force identified courses and CLOs delivering digital competencies to be embedded throughout the revised general education curriculum.

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:

The spring technology survey was distributed on 4/22/22 with a reminder email sent 4/29/22. The action step group met in July 2022 to discuss the survey results. In fall 2022, the action step group completed a recommendations/next steps document for the strategic planning committee to review.

Next Steps:

For the action step group to provide access to the survey results and recommendation document to the theme team leaders in order to share with the strategic planning committee and the President’s Cabinet. At this time, the action step group has finished its timeline.

Recommendations of the task force:

- Boost WiFi connectivity in Mountain View.
- Have Admissions send an email to first-year students before they purchase their computer for fall.
- Share information about the loaner laptop service with educators in order to bring more awareness to the initiative and to better direct students to the service.
- Discuss what an implementation of using the immersive reader through Canvas would entail.
- Retain existing computer labs.
- Promote more consistent use of LMS (Canvas) by faculty.

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:

This goal is on hold until the general education review is completed.

- **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:

This fall the steering team created several complete curricular models and arrived at one final draft model of the new general education curriculum based on task force feedback. This model includes program learning outcomes mapped to course learning objectives and course descriptions. The task force also identified courses and CLOs delivering digital competencies and mapped out the conversion of the existing curriculum to the new curriculum. The steering team is currently meeting with department chairs to discuss changes and receive some initial feedback. A draft timeline for the governance path in the spring semester has been developed, including COE open hearings, COE Senate discussion, and Senate vote by April 2023.

Next Steps:

In collaboration with the Office of Institutional Research, we are estimating the FTE adjustments from the current curriculum to the new curriculum. We are also planning ways to engage students and academic departments about the changes prior to the open hearings.

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:

The Office of the President hosted an all-employee in-service event, "Celebrating Messiah's Distinctives," in Parmer Hall on Sept. 20. The event featured a time of worship led by Joy Meade and a meditation from Emily Bingham. President Phipps delivered the 2022 State of the University address, followed by a multi-media presentation of Messiah University brand and distinctives by the president, Carla Gross and John Chopka. The event concluded with a Messiah-inspired trivia game with great prizes—which recapped and reinforced several of the distinctives introduced in the presentation.

Next Steps:

Assess which parts of the brand/distinctives presentation might be appropriate to integrate ongoing into the Provost's Seminar or other employee orientation venues.

- **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:

Office of Faculty Development (OFD) delivered New Educator Orientation and Provost Seminar. Offered via a mix of F2F and digital delivery. Provost Seminar delivered F2F

OFD offered a variety of professional learning communities serving a full range of modalities:

- **The Course Workshop** – Summer 2022 learning community focused on course revision and development. Delivered online via Zoom.
- **Ungrading** – Fall 2022 learning community focused on text, *Ungrading: Why Rating Students Undermines Learning (and What to Do Instead)*. Delivered online via Zoom.
- **On Christian Teaching** – Fall 2022 learning community focus on text, *On Christian Teaching: Practicing Faith in the Classroom*. Delivered F2F.

OFD offered ten teaching and learning workshops in fall 2020. All offered in hybrid format.

OFD provides leadership to the Inclusive Excellence in Teaching Academy. Ten faculty selected for the academy this year. Delivered F2F.

OFD in collaboration with Educational Technology Services provided a comprehensive faculty support and resource site for all teaching faculty. Delivered via Canvas Learning Management System. 339 teaching faculty, both adjunct and full-time, supported via this site.

OFD partnered with the Office of Academic Advising to offer a workshop on trauma-informed advising. Workshop delivered F2F.

Next Steps:

Planning for the following:

- Spring 2023 Professional Learning Communities
- Spring 2023 Teaching and Learning Workshops
- Spring 2023 Educators Inservice – February 14, 2023
- Spring 2023 May Development Week

OFD is serving as Institutional Sponsor and supporting faculty attendance at Lancaster Learns, a regional conference promoting “quality teaching and learning by building capacity for evidence-based pedagogy and learner-centered instruction”.

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:

Office of Faculty Development (OFD) provides leadership to the Inclusive Excellence in Teaching Academy, a mentoring community for ten faculty selected to participate in the 2022-23 academy.

Teaching and Learning focused mentoring communities offered in fall 2022:

- **The Course Workshop** – Summer 2022 learning community focused on course revision and development.
- **Ungrading** – Fall 2022 learning community focused on text, Ungrading: Why Rating Students Undermines Learning (and What to Do Instead).
- **On Christian Teaching** – Fall 2022 learning community focus on text, On Christian Teaching: Practicing Faith in the Classroom.

Thriving Community for Faculty of Color supported by OFD; group meets monthly over a meal.

OFD submitted a grant proposal in September to the Lilly Fellows program to design and implement a mentoring community for senior faculty around mentoring for mission, with a focus on Christian Faith and the Academic Vocation. Received notice on November 2nd that the National Network Board of the Lilly Fellows program determined to fund our grant program for \$12,000.

Initial conversations regarding mentoring community related to scholarship held with leadership of the School of Arts, Culture, and Society.

Next Steps:

- Planning for spring 2023 Teaching and Learning Communities.
- Continue Inclusive Excellence in Teaching Academy.
- Planning for Educators Inservice Day, February 14th, which will include small, reading-focused dialogue groups for educators.
- Continue exploring mentoring community avenues to support scholarship across the university.

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:

- For fall 2022 we have 140 students participating in dual enrollment and they're collectively taking 565.5 credits. For the high school graduating class of 2022, 153 students participated in dual enrollment with us, 73 applied for admission and 41 enrolled.
- An enhanced dual enrollment communication plan has been developed to promote offerings via email communication, print, and web.

- Dual enrollment offerings are a key engagement strategy with Pathway Partner Schools, thus feedback has been secured from Christian School Association of Greater Harrisburg, Christian School of York, Logos Academy, and others regarding future offerings.
- The Office of Marketing and Communications redesigned the Dual Enrollment website to create a better user experience and stronger, professional first impression for Messiah's conversations with potential dual enrollment partners.

Next Steps:

- We continue to engage other public and private school systems in establishing dual enrollment agreements. Next steps include meetings and MOUs with Northern York, Mechanicsburg, Cumberland Valley, Eastern York, Trinity, and East Pennsboro.
 - Admissions will reorganize in January 2023, naming a Director of Enrollment Partnerships to help steward important dual enrollment partnerships.
 - OMC will consult with Kris Hardy re: the potential to list online spring/fall dual enrollment courses in a searchable data base similar to the summer online dual enrollment courses
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

- 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 all pipeline department open house presentations are either in process or have been completed.
- Social media and Bridge editorial content plans are regularly updated to feature students, faculty and graduates from all five pipeline programs.

Admissions

- John Chopka, Carla Gross, and Alison Noble hosted a fall pipeline program meeting with provost, dean, and appropriate chairs to review action steps and enrollment to date, with a special emphasis on digital marketing efforts (presentation by Kris Hardy).
- In-person liaison meetings occurred with each chair and John Chopka, accompanied by Danielle Ran and/or April Hooper, to update distinctives, highlight social media efforts, and focus on recruitment efforts.

Next Steps:

- Continue to monitor admissions activity and assess efforts in spring 2023 to determine potential tweaks to strategies for FY24.
- Marketing and Communications will update the marketing videos in spring 2023 for the cybersecurity major and nursing major (they were the first pipeline videos

to be created in 2018 and need to be updated to reflect changes in programs, faculty and facilities).

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:

- The Alumni of Color Gathering occurred April 22-24, and over 100 alumni and guests returned for the event. The weekend consisted of a variety of events including a town hall with President Phipps, as well as workshops highlighting Multicultural and International Student Programs, a multicultural history of the university, and scholarships. Also included were a coffeehouse, gospel concert, and worship service. The Office of Alumni and Parent Relations and Diversity Affairs partnered on this event.
- Sierra Kinslow attended the ACAC conference in the summer of 2022 to network with school leaders and international recruitment organizations. Additionally, she traveled to SE Asia for an international recruitment trip, visiting partner organization Methodist College of Kuala Lumpur (MCKL) and joining the AEO Tour in Malaysia, Thailand, and Vietnam. Finally, we will sign an MOU in November 2022 with Immerse, an English language immersion program out of Lancaster, PA. This will give us the opportunity to bring students to the US (and ultimately to Messiah) who need focused education in English.
- Effective July 1, 2022 Mr. Orlando Williams was appointed to the position of Assistant Director of Multicultural Programs. In this role, one of his responsibilities is to provide primary leadership to the RH Flowers Scholars Program.
- Fall travel occurred with admissions counselors visiting several schools and events focused on recruiting students of color, including two National Hispanic College Fairs in Philadelphia PA and Largo (Baltimore), MD.
- On November 5, 2022 the Office of Diversity Affairs hosted a workshop for 60 student leaders on racial trauma and healing led by Quest Trauma Healing under the direction of Rev. Desiree Guyton, an alumna of Messiah who participated in the April Alumni of Color Gathering. She was assisted by a team that included the following alumni: Rev. Carl Jefferson, Mrs. Kimberly Williams-Gegner, and Mr. Kurt Gegner.
- We hosted 37 students from McCaskey High School on November 16 for a version of the *Latinos@Messiah* event we hosted last year. We have five applications from the school for next fall (as of 11/21).

Next Steps:

- Admissions and OMP are planning for spring scholarship events in January – February, 2023.
- We'll be adding more Spanish resources for families, with a particular emphasis on financial aid.
- Sierra will participate in another international tour in the spring, with a focus on South Korea and Taiwan.
- In the spring of 2022 Orlando Williams completed a review of the R.H. Flowers Scholars program. He is currently in process of implementing several revisions including:

- ✓ Clarification of the 4 key pillars of the program: Community Engagement, Leadership Development, Academic Knowledge, and Spiritual Formation.
 - ✓ Conducting frequent mixers (social gatherings) for RH Flowers Scholars.
 - ✓ Redesigning the peer mentoring program.
 - ✓ Implementation of study halls and career/academic coaching.
 - ✓ Planning worship experiences in partnership with area churches
- **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:

Progress on this goal was delayed due to the departure of Creative Director Nancy Soulliard in summer 2022 (co-lead on this project). However, Carla Gross and new Creative Director Becca Powell will move forward with the steps below starting spring semester 2023.

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 fall 2023-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:

- Charlotte, NC has been identified by the President’s Office as the initial geographic region for this multimedia initiative.
- The Marketing and Communications Office has created a briefing researching major employers, Christian schools, churches and media outlets to assist with digital campaign and other media planning.

- A team of campus administrators involved with this initiative visited 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.
- *Into the City Charlotte* was held in October 2022 and campus administrators followed up with Christian schools, alumni and leaders in Charlotte.

Next Steps:

The feedback gathered on the spring 2022 Charlotte immersion trip helped inform the broader partnership model enacted by the University in fall 2022. Marketing and Communications will consult with President Phipps and Rob Pepper to determine if a Charlotte-specific multimedia presence should be the University's main investment—or if alternate investment should be made in support of the new regional partnerships being developed closer to Messiah. President Phipps, Rob Pepper and Carla Gross will meet in January 2023 to discuss next steps.

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:

- Replace the Boyer – Howe Atrium banners with updated *See Anew* ones. Expected to be completed by January, 2022 – Completed
- Develop site marketing in Frey Hall for Cyber Center and Business Department – to be completed by 9/1/22 – Completed

Next Steps:

- Kathie Shafer and Carla Gross will work with the president and the academic leadership of each pipeline program to assess and explore opportunities for site marketing for their dedicated spaces—with particular emphasis to those spaces that are toured by prospective students and their families. (This action is integrated with T2 G3 AS2 as well as the University's annual plan.)
- Kathie Shafer and Carla Gross will conduct a walk-through of Winding Hill with Jenn Fisler to assess site marketing opportunities for the School of Graduate and Professional Studies, as well as co-branding site marketing opportunities in collaboration with the new Phoenix PT clinic coming into that space.

- **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:

With the help of the new digital marketing manager (Felicia Duger), much progress has been made since the last update in April.

Website Retargeting - Website retargeting audiences have been setup in the new Google Analytics product. This will improve our ability to retarget users on program

pages and other key enrollment pages for prospective students with relevant digital ads.

Campaign Optimizations – Each week Felicia and Kris Hardy have a digital marketing “deep dive” meeting. During the meeting we work to optimize campaigns based on best practices and enhancements in the Google Ads platform. Felicia is also holding bi-weekly meetings with Little Foxes, our digital marketing consultant to further optimize our campaigns.

Reporting – Kris Hardy presented an overview of the Pipeline Programs to the Dean and program chairs in early November. During that overview he introduced a new real-time reporting dashboard that is available to the Deans and faculty members at any time. Felicia has also introduced new reports to share with the UG and Grad admissions team during our reoccurring meetings. These reports overview the progress of the prior months as well as covers upcoming campaigns. This report has created opportunities for collaboration across the two teams.

Next Steps:

Improved shopping experience for multiple program and multiple entry point academic offerings: As Messiah continues to expand its academic offerings, our digital marketing needs to adapt to help prospective students quickly identify the type of academic program that makes the most sense for them. For example, due to our breadth of programming around business, prospective students will need help unpacking the difference between our traditional and nontraditional UG programs, certificates and graduate degrees. This is further complicated with some health programs that have multiple entry points (accelerated, early assurance, grad, etc.).

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

Update:

UG recruitment websites - Each year admissions and marketing work together to prioritize website projects. Since the last update in April, much progress has been made on a new tuition page, a complete overhaul of the financial aid pages and new landing pages for all visit events.

New reporting dashboards - New privacy updates on platforms like apple iPhone have hindered the way we can track engagement with our email communications. IOS devices now block us from seeing metrics like open and click rates. These metrics are important for determining the effectiveness of the campaigns. We have setup tracking dashboards in Google Analytics to help us better understand email engagement.

Chat Bots - A small working group led by Greg Gearhart and including Bethany Parliament-Chevalier, Diane Titer, JR Harris, Lori Sarago and Kris Hardy has been meeting to discuss a new chat tool called Ocelot.

Next Steps:

- Texting continues to play a significant role in the communications process for traditional and nontraditional students. At this time, Messiah does not have an integrated texting platform that allows counselors to easily track interactions in Slate. Bethany Parliament-Chevalier has begun the process of researching third-party platforms and the possibility of using Slate’s “inbox” module to further integrate our texting efforts. She also put together a survey for peer schools to complete, this survey will help inform us of our next steps and decisions.

- Chat bots have become more common in our industry for both traditional and nontraditional institutions. It is still unclear how much influence these types of tools have with prospective students, so more investigation is needed before making a formal recommendation. As a next step, we plan to investigate these tools and compare vendor offerings.
- **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 Report:

Despite excellent efforts by the implementation team, led by Bob Feil, we were not able to hit our initial target of going live with CRM Advance on April 1. In large part because of software issues that required additional (and delayed) response from Ellucian, we have moved our “go live” date to December 1. However, much has been put in place to ensure that we have a smooth transition after the December launch date.

Next Steps:

Because of the delay in the launch of the core features of CRM Advance, the launch of the various add-on modules has also been delayed. One of the first tasks is to configure the mass email module that will require additional input from both IT and Web and Digital Marketing (Kris Hardy). Jay McClymont arranged for an initial meeting of all campus constituencies that require access to a mass email system, and we have begun the first steps in selecting the right mass email option for us. We anticipate the new email system will be one of the first modules implemented in the new year. Another key module is event registration, which we plan to implement before the end of the fiscal year in June 2023.

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:

In May 2022 Messiah graduated its first cohort of 7 cybersecurity majors. There are currently 50 cybersecurity students in the undergraduate program including 14

first-year students.

Vinny Sakore, Director of Cybersecurity Education has submitted the required evidence for the NSA CAE-CDE Program of Study Curriculum Sheet, working with a Messiah task force and with oversight from NSA-assigned program mentor Dr. Gary Kessler.

The Cyber Center opened September 5th, 2022. The center enhances the capabilities of educational, private and governmental sectors through training, education, services and outreach and it is being used for classes, special events and recruiting. In September the Women in Cybersecurity (WiCys) chapter hosted the first student event, with more than 50 students participating. The Cyber Center website is published: Cyber Center | Messiah, a private Christian University in PA.

The cost of the Cyber Center renovation was \$360,000. The Office of the President has committed \$100,000 of this cost from Innovation Funds and the Director of Cybersecurity Education, in cooperation with the Office of Development, has raised an additional \$100,000 for the project.

Director Sakore has built industry partnerships that are a source of student internships, with Arete, CrowdStrike, Secure Strux, and TetraDefense. The cybersecurity leadership team, of MU cybersecurity faculty and students, has identified 90+ organizations to partner with for future student internships. Each of these organizations is a direct contact with a member of our faculty.

Graduates have received jobs from Accenture, Arete, Candoris, Ernst & Young and Link Bank.

Dr. David Bibighaus began as Assistant Professor of Cybersecurity and Computer Science in fall 2022. Formerly Senior Lead Engineer with Booz Allen Hamilton, David brings more than 20 years' experience in cyber operations and cyber defense to our cybersecurity education program. David earned a B.S. in electrical engineering from the US Air Force Academy (1994) and an M.S. and Ph.D. in computer science from UCLA (1998) and the Naval Postgraduate School (2005).

MU offered its first Falcon Cyber Camp June 20-22, 2022 for twenty students entering grades 9-12.

Director Sakore, along with Allen Snook, Director of IT Security at MU and with our Career and Professional Development Center have created an internship program for our third and fourth-year students to support MU through the Security Operations Center (SOC) as part of the MU Cyber Center. The program launched September 2022 and includes 14 cyber student interns.

Next Steps:

By December 15, 2022, Director Sakore will submit the official application to the CAE-CD program of study (PoS). We anticipate approval of our cybersecurity *program of study* (PoS) by February 2023. *Institutional* designation as a CAE-CDE is

the next step after program of study approval. We anticipate Messiah can achieve CAE-CDE institutional designation by October 2023.

Fundraising and promotion for the Cyber Center continues. Several funding proposals are currently under consideration by potential donors, including 'naming' possibilities.

MU will offer the Falcon Cyber Camp in June 2023 for students entering grades 9-12.

Director Sakore and the cybersecurity leadership team will launch cyber lunch and learn events, a cybersecurity blog and a cyber podcast for community education and outreach. The first Cybersecurity Lunch and Learn is scheduled for November 30th, 2022. The Cybersecurity Blog is live and can be found at this [link](#).

Vinny Sakore, in coordination with the CMP department, the Dean of SSEH and the Dean of SGPS is preparing initial proposals for a cybersecurity minor and a masters.

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:

Additional programming in OT has been put on hold as we developed the proposal for the Doctor of Science degree. Originally, we thought that we might have two tracks for this degree: one in OT and one in PT. After reviewing other institutions' OT-related programs and working with our OT faculty, we have determined that the OT track in the DSc would not be a marketable program. We have moved forward with the DSc in PT proposal. This proposal is in university governance currently.

Graduate Enrollment Management is meeting with the faculty of the OT program to ascertain future directions, specifically if we should consider moving in the direction of a Doctor of Occupational Therapy (OTD) program.

Next Steps:

We will see the DSc in PT proposal through governance and will submit a request for a substantive change for a new degree type (research/academic doctoral degree) to Middle States CHE by early spring semester. Assuming success in each of those proposals, we will begin marketing and doing a faculty/director search in spring 2023 and hope to enroll students in fall 2023.

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:

The Counseling Program is currently offering a course in Spirituality Integrated Psychotherapy (SIP). This is the first time this course is being offered. Based on student response and the experience of the faculty who are teaching it, we will decide about offering this as a continuing education training and/or creating a means of allowing students to complete the field experience component that is required for them to be fully certified in this area.

Counseling faculty have identified several continuing education options they can partner with the Bridge Center at Messiah to deliver. Some Counseling faculty have already been involved with the continuing education efforts at Milton Hershey School.

Next Steps:

Jennifer Fisler will follow up with Leah Clarke to determine next steps for the SIP training/coursework.

Based on feedback that Rob Pepper has received in partnership meetings, we will explore options to package specific 9-12 credit certificates in Counseling in high demand and mission-centric areas such as diversity, equity, and inclusion, trauma, and marriage and family. Jennifer Fisler will work with Leah Clarke and Marketing to identify these certificates and craft curriculum proposals as early as spring 2023.

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:

The partnership with NAIOMT (North American Institute of Orthopedic Manual Therapy) has resulted in three areas of focus – continuing education opportunities, a residency program and a future Doctorate in Physical Therapy (DSc). In these cases NAIOMT will be issuing the certificate/completion in cooperation with Messiah.

We are in conversation with several partners in K-12 education, counseling, spiritual formation, and long-term care that we anticipate will result in some version of non-credit bearing learning opportunities. The establishment of the Bridge Center for Continuing Education will provide the structure for awarding the completion of the training.

We are working with several companies and organizations to identify their needs in the areas of continuing education.

Next Steps:

- Continue conversations with partners to solidify the content areas that are in highest demand.
- Roll out the programming with NAIOMT.
- Finalize two additional partners to provide non-credit bearing learning with possible connections to credit-bearing opportunities.
- Continue to collaborate with local work-force development boards to explore areas in most need.

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) (Assoc. Provost of Graduate and Professional Studies and University Partnerships; Dean of the School of Science, Engineering and Health)

Update:

Efforts have resulted in MSAT enrollment agreements with the following institutions; Cairn University, LaRoche University, University of Maryland Eastern Shore, Wilson

College, and York College of PA. These efforts have been possible with the work of Matt Lewis and Graduate Enrollment Director, Alex Crenshaw.

Next Steps:

We are working on pursuing additional MSAT agreements with regional, institutions (faith-related, state and private) who have expressed initial interest in working with Messiah. In addition, we are working on identifying institutions who may want to become part of the pre-select process for the newly approved MS/DI program. These efforts will assist us in filling our MSAT and MS/DI cohorts.

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:

Rachel Cornacchio has been working on a new program proposal for a master's degree in Music Therapy. Step one of that proposal is completed. After several unsuccessful attempts, we have now contracted with two outside consultants who will be assisting with curriculum development and the application to the National Association of Schools of Music (NASM) and the American Music Therapy Association (AMTA). The application is due to NASM on May 1st. Application to AMTA can occur concurrently with the NASM application. With appropriate approvals, we are targeting a summer or fall 2024 start.

Next Steps:

- Bring the initial proposal to Provost's Cabinet and to the New Programs Coordination and Planning Team.
- Collaborate with the consultants to develop a curriculum and assessment plan, field experiences, and a proposal for NASM and AMTA.
- Bring full proposal to Graduate Council and COE Senate.

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

Update:

We have identified all the places we currently use synchronous and asynchronous online delivery in our UG 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.
- 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.
- The online courses for DE students are being offered in coordination with our Pathways Partner Schools.

We continue to offer at least one section of most categories of QuEST online to better serve ADP and TUG and to provide a curricular foundation for fully online degrees/majors and certificates.

We have passed a policy through COE Senate (11/21/22) that applies only to residential or commuter TUG students that limits them to 6 CR of online courses in fall or spring semester. (Does not apply to summer or classes taken outside of Messiah.)

Next Steps:

This action step is complete, though we remain open and flexible to leverage online courses as needed in future initiatives.

- **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 December 2022. (FY22) (VP for Advancement)

Update:

As of the middle of November 2022, we have raised \$80.8M for Learning for Life, Transforming the World: The Campaign for Messiah University, which is 108% of the December 31, 2022 \$75M goal. We will announce a final total in early 2023.

Next Steps:

Over the next several months, including beyond the official close of the Campaign, our Development team will remain focused on several key priorities:

- The **Messiah Fund** provides critical support for the annual budget of the University by providing scholarship aid to all students as well as funding for campus improvements, student-faculty research, and service and missions trips.
- **Scholarship Endowment** provides additional resources for families to make certain that a Christ-centered Messiah education remains affordable.
- **Facilities:**
 - ✓ **Warmer Welcome Campaign for Athletics** – While we have upgraded the fields and facilities at our Starry Athletic Complex through the years, our concession and comfort facilities have not been renovated since the 1980s. Our Warmer Welcome Campaign is focused on improving hospitality and concessions for all of Starry as well as seating for lacrosse and adding enhancements for softball and baseball.
 - ✓ **Engle Health and Counseling Center Expansion** – The Messiah University Engle Health and Counseling Center provides high-quality physical and mental health care to our community. With the added pressures of physical and mental health demands brought about by COVID-19, the Center has been stretched beyond capacity and needs a significant expansion. We are looking to reach a \$750,000 fundraising goal in time to break ground on the expanded facility in spring 2023 and open by fall 2023.
 - ✓ **Resurface of Indoor Track** - A key part of the training regimen for both women's and men's track and field teams is the indoor track located on the upper level of the Hitchcock Arena within the Sollenberger Sports Center. A planned new track surface will ensure fewer injuries among our runners and those who regularly walk the track.
 - ✓ **Estate Planning Gifts** – These conversations help document future gifts to the University and better prepare us for financial stability and sustainability in the long-term.

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 November 15, 2022, the institutional endowment has a market value of \$130.1 million. As of the middle of November 2022, we have raised \$3.8M cumulatively in new endowment dollars toward our \$4M overall three-year goal, i.e., 95% of June 30, 2024 goal.

Next Steps:

Raising endowment support remains a priority for us, despite having nearly reached our goal 18 months ahead of schedule. In particular, scholarship endowment will remain a fundraising focus particularly after the conclusion of the Campaign for Messiah University on December 31, 2022. The ongoing Board of Trustees supported Endowment Challenge efforts have been very helpful in engaging donors to support both scholarship and program endowments.

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:

As of the middle of November 2022, we have raised \$3.8M cumulatively in restricted funds for capital and/or program support toward our \$12M overall three-year goal, i.e., 32% of June 30, 2024 goal. For FY2023, we are at \$1.3M toward our annual \$4M goal, i.e., 31% of June 30, 2023 goal.

Next Steps:

In addition to expected pledge payments on past commitments, we are focused on raising new dollars for the new concessions/hospitality/seating facilities for outdoor Athletics, an expansion to the Engle Health Center, and a resurfacing of the indoor track above Jordan Court in Hitchcock Arena. We expect these new commitments will yield significant new pledge payments in the coming months.

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 the middle of November 2022, we have raised over \$1.8M cumulatively for the Messiah Fund toward our \$3.9M overall three-year goal, i.e., 47% of June 30, 2024 goal. For FY2023, we are at \$395K toward our annual \$1.3M goal, i.e., 30% of June 30, 2023 goal.

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 four upcoming campaigns: 1) Our annual Advent calendar-year end appeal; 2) Our annual Giving Day, which has an increased goal of \$160,000 and will be held on April 4, 2023; 3) A re-envisioned “Give ‘em a Break” Campaign, which will run during the weeks leading up to finals; and 4) 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:

- **Catering:** Due to staffing shortages we are not currently able to provide off site catering services.
- **Campus Facilities Rental:** We had a successful summer – the first after COVID shut downs and all but 2 groups returned and we had several new groups. Most retuning group numbers were less than pre-COVID, but the summer was a success. We are working to finalize the 2023 conference schedule in the next weeks, with the potential addition of 2-3 groups. The summer is close to full and we need to continue to work on potential academic camps. We have not hosted external events during the fall semester due to staffing concerns.

Next Steps:

At this time due to staffing shortages and challenges in hiring, new business cannot happen. Plans for a full summer conference program are in process.

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) (Associate Provost of Graduate and Professional Studies and University Partnerships; Special Assistant to the President and Provost for Program Development)

Update:

The Bridge Center for Continuing Education was launched. We have established a website and social media presence. The first events are being coordinated through NAIOMT. We have a contract for the 2022-23 academic year to provide continuing education to Homelife Division of Milton Hershey School.

Next Steps:

Other conversations are taking place to determine next steps for additional training areas and potential partners.

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:

Conversations with several international Christian schools, school systems and mission organizations have been positive to date. These potential partnerships are focusing on teacher education at the graduate level, continuing education for employees, dual enrollment and pathways for new student recruitment.

Sierra Kinslow attended the ACAC conference in the summer of 2022 to network with school leaders and international recruitment organizations. Additionally, she traveled to SE Asia for an international recruitment trip, visiting partner organization Methodist College of Kuala Lumpur (MCKL) and joining the AEO Tour in Malaysia, Thailand, and Vietnam. Finally, we will sign an MOU in November 2022 with Immerse, an English language immersion program out of Lancaster, Pa. This will give us the opportunity to bring students to the US (and ultimately to Messiah) who need focused education in English.

Next Steps:

Sign MOU with Immerse in November 2022; attend spring international tour to connect with international partners.

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)

Update:

We established the Pathway Partners Program. Initial efforts are in local areas to get the kinks of the program worked out. We have identified 45 potential partner schools. To date we have three partner agreements: Christian School Association of Greater Harrisburg, Christian School of York, and Logos Academy. In addition, 9 schools have signed dual enrollment agreements and one school has signed an enrollment scholarship agreement.

Next Steps:

Visits have been made to additional locations with the intention of expanding this program into new markets and regions.

- 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)

Update:

We have five enrollment agreements for the MSAT Program (Cairn, LaRoche; Univ. of MD, Eastern Shore; Wilson and York College of PA). Additional institutions are under consideration. These programs are a mix of faith-based, regional and institutions that will assist us in reaching our diversity goals.

Next Steps:

We are pursuing opportunities for enrollment agreements for the DPT and MS/DI programs.

- 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)

Update:

We signed an official agreement with Compass Gap Year Program, a ministry of Camp Cho-Yeh in Livingston, Texas. Messiah is offering twelve credit hours to current Compass participants during the 2022-23 academic year.

Next Steps:

John Chopka, Alison Noble, and Matt Reitnour will work with Compass officials to assess course offerings and student performance to determine next steps. Additionally, we will host Compass students for a campus visit in spring 2023. Finally, Rusty Hoffman is currently working with One Life Gap Year participants to recruit incoming students for fall 2023.

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:

No action on this action step at this time.

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:

We currently have over 30 paying members at the fitness center and have over 50% of our targeted FY23 revenue. A site visit taken this fall to Gordon College helped refine our business model and personnel structure which should be finalized and approved prior to the new year. We have multiple individual pilot members for our Preventative and Rehabilitative Exercise Program (PREP) initiative. Based on feedback from the spring 2021 fitness center pilot members, a new member management software program (Fusion) was purchased and built out. Finally, meetings with a range of academic departments were held to further explore and start to build a framework for experiential learning opportunities out of the fitness center.

Next Steps:

We will launch our “bundled” membership that includes the pool, open gyms, group exercise, and the fitness center on January 3, 2023. We look forward to meeting with

Phoenix Physical Therapy Leadership to explore the potential of a referral system. Depending on the outcome of this meeting, we will most likely move up our timeline and start providing individualized health assessments and exercise programs for individuals discharged from physical therapy (previously scheduled for fall of 2023). Branding for PREP and a strategic marketing plan will be developed in the spring of 2023. In partnership with the Master of Occupational Therapy faculty, we hope to select a target population for our first PREP specialized class (population selected spring 2023) with the first-class held fall 2023.

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:

The second meeting of the Executive Leadership Roundtable, led by President Phipps and Trustee Ken Moreland, was held on April 21, 2022. Dr. Rob Pepper led a discussion on how Messiah should think about new partnerships – i.e., what types of partnerships and organizations to consider and what types to potentially avoid. Dr. John Chopka provided a deep dive on enrollment challenges and opportunities at Messiah.

Next Steps:

The next meeting of the ELR will be held in spring 2023. In the coming weeks we will be selectively growing Roundtable membership to include additional areas of expertise.