



UNIVERSITY RISING
STRATEGIC PLAN 2021-2024
ACTION STEPS UPDATE – MASTER REPORT*
APRIL 11, 2023

** In this document, Action Step Updates (red font) since December 2023 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:

Digital competency is addressed as part of the revised and approved general education and common learning. This action step has been completed.

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:

This action step was accomplished by the November 2022 update. There is no future action.

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 was placed on hold for the year with the President's approved.

Next Steps:

This summer the Alison Noble and Kathie Shafer will reassess this goal and determine if it should be modified.

- **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:

The revised General Education curriculum was approved by COE Senate on February 13, 2023.

Next Steps:

In the weeks to come, we will work with academic departments to finalize anticipated changes to current general education courses and deadlines for course proposals, determine faculty development opportunities to assist educators with course revision/creation, and design the new general education website in preparation for 2023-24 recruiting year.

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:

No updates since November 2022.

Next Steps:

Amanda Coffey and Carla Gross will meet by July 1, 2023 to assess the current new employee orientation multimedia assets Human Resources and Compliance is using to communicate Messiah’s distinct brand and position in Christian higher education—and to determine what existing assets Marketing and Communications may be able to provide to strengthen these messages—including those multimedia communications created for the employee in-service “Messiah distinctives” event in September 2022.

- **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:

The Office of Faculty Development (OFD) has adopted a number of strategies to support faculty across the full range of teaching and learning modalities. The menu of Professional Learning Communities includes both face-to-face and Zoom-based offerings, and all teaching and learning workshops (20 or more each academic year) are offered in hybrid format.

The Office of Faculty Development supported 24 faculty members’ attendance at Lancaster Learns on February 24, 2023, a regional conference focused on innovative pedagogy across the full range of delivery models.

The Office of Faculty Development and Educational Technology Services (ETS) partner in an annual refresh and ongoing refinements of the Faculty Support and Resource Canvas Site. All faculty teaching fully online courses complete the IDTT (Instructional Design and Technology Training) course (EDT). Faculty across the full range of teaching modalities are supported through consultations with our Instructional Designers (ETS) and/or Faculty Development Leaders/Fellows (OFD).

Next Steps:

Solicit faculty feedback on the Canvas Resource and Support Site, in preparation for revisions in AY2324 (Faculty Development and Educational Technology Services).

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:

The Office of Faculty Development has developed a number of mentoring communities as part of its ongoing programming. Two Professional Learning Communities focused on Teaching and Learning are offered each semester during the academic year, and one or more are offered in the summer (two offered in Summer 2022, with one being coordinated by Educational Technology Services).

The Inclusive Excellence in Teaching Academy is an additional mentoring community for ten faculty, who are selected via application.

Faculty members preparing for initial review participate in a mentoring community around the Christian Faith and Academic Vocation (CFAV) University-wide reading and prompts.

The Thriving Community for Faculty of Color meets monthly. The School of Arts, Culture, and Society offers a mentoring community around scholarship.

Next Steps:

- Develop and implement mentoring community in AY23-24 for senior faculty around CFAV and mentoring for institutional mission. (External funding secured from the Lilly Fellows Program)
- Continue exploring mentoring community around Christian scholarship supporting faculty 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 Graduate and Professional 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 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 has developed templates of the marketing fulfillment for the Pathway Partners Program schools including websites, signage and ads for each school to promote dual enrollment options at Messiah.
- John Chopka, Alison Noble, Carla Gross and Matt Reitnour met in early February to confirm the marketing plan for summer online dual enrollment courses, as well as discuss strategy to use the existing budget to expand the plan to market these courses in the fall and spring as well.

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 draft the year-round marketing plan for dual enrollment courses including working with Kris Hardy to add online spring/fall dual enrollment courses to the searchable [summer online dual enrollment courses](#)
 - OMC will finalize the marketing templates for each Pathway Partner School and work with Undergraduate Admissions and University Partnerships to launch.
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

- Marketing and Communications shot new marketing videos in March 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).
- Marketing and Communications will schedule new photos for pipeline programs as part of its spring 2023 photo shoot—including the pending new degree for robotics engineering.
- Redesigns of all pipeline department open house presentations were all completed prior to the Feb. 20 open house.
- 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 add the new lab video tours recently produced by Engineering to the admissions virtual tour
 - Marketing and Communications will develop the new marcom to launch the new degree in robotics engineering including the academic program website, Slate messages and social media posts. (Carla and Danielle met with Angela Hare and Brian Swartz in early 2023).
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).
- Admissions and OMP hosted 173 students for multicultural scholarship consideration in January and February, 2023. As of March 23, 61 scholarship students have deposited (with 102 pending). All in all, early deposit activity among Students of Color is running ahead of last year at this time.
- We hosted special group visits with Logos Academy (York Co.) and Cougar Academy (Dauphin Co.) in March, 2023.

Next Steps:

- Sierra Kinslow is heading to Malaysia, South Korea, and Taiwan in April, 2023.
 - A Messiah University Networking Event for York County is planned at Logos Academy on April 18. Accepted and deposited students will be invited.
 - We'll be adding more Spanish resources for families, with a particular emphasis on financial aid this spring and summer.
 - Sierra Kinslow is planning a SE ASIA tour with AEO in September – October, 2023 and will join President Phipps in visiting MCKL, our partner school in Kuala Lumpur, Malaysia
- **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 has been delayed due to the creative director transition in fall 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 into summer 2023.

In early March, Carla Gross had an initial conversation with Laura Miller, Dan Custer and Jenn Fisler regarding the potential to develop an annual outcomes survey for graduate students to provide outcome data for our SGS marketing. Next step is for Carla to develop a list of the set of questions and compare with existing survey instruments IR uses with graduate students.

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.
- **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)

Update:

The feedback gathered on the spring 2022 Charlotte immersion trip helped inform the broader partnership model enacted by the University in fall 2022—especially with K-12 private Christian schools. The team that traveled to Charlotte met in early January 2023 to consult with President Phipps 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.

The team confirmed that the Charlotte trip created valuable connections with alumni in the region for future *Into the City* programming, internships, job networking for students, etc., and that these individual offices would continue to cultivate these connections and look for future opportunities. The consensus, however, was that given what we learned about college search consumer behavior in that region, an investment into isolated student recruitment marketing would likely not be productive. Alternative options considered were using allocated funding to support partnership initiatives closer to our own geographic region such as the Pathway Partners Program or other university collaborations that are being pursued as part of the strategic plan.

Next Steps:

Given current budget priorities we will not pursue a paid media presence in Charlotte.

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:

In late December 2022, Kathie Shafer and Carla Gross conducted 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 now in that space.

Next Steps:

- Kathie Shafer will work with her site marketing contact to review the Winding Hill site marketing opportunities to assess the funding needed (by May 30, 2022)

- 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. Note: This action is integrated with T2 G3 AS2 as well as the University’s annual plan. (by Oct. 1, 2023)
 - Kathie and Carla will need to assess what resources, if any, currently remain in the University’s signage budget following the previously completed projects and prioritize a resulting funding plan/request. (by Dec. 1, 2023)
- **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 new “deep dive” report was created to help us better understand the performance of our campaigns. The report includes numerous metrics from our ad platforms and Google Analytics. The Digital Marketing Coordinator and I meet weekly to go through this report and find areas for optimization.

A new financial aid site will be launching soon that will improve user experience for prospective students as they search for grants, scholarships and other types of aid on our site.

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:

A small working group was formed (Susan Getty, Bethany Parliament-Chevalier, Joshua Gerber, Diane Titter, Shayna Mark and myself) to assess the value of a student portal for admitted undergraduate students at Messiah University. The working group meets bi-weekly and has completed an environmental scan of how competitor institutions are using portals. At this time, we have defined goals for the project; including user experience improvements for prospective students and back-end integrations to streamline the flow of information between systems used by Messiah.

No notable updates on the two action steps from December have been made at this time.

Next Steps:

The portal working group will continue to meet bi-weekly with the goal of finalizing plans for a new admitted students' portal launching in September of 2023.

Continue work on the following as described in the December 2022 update:

- Researching third-party platforms and the possibility of using Slate's "inbox" module to further integrate our texting efforts.
- Investigate Chat bots 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:

We are very pleased to report that CRM Advance went "beta-testing" live on Dec. 1, 2022, and became fully operational on January 1, 2023. We are currently offering several training sessions for staff on the initial implemented modules. In the coming months, additional modules will be added, including email features and event registration.

Next Steps:

We continue to work on configuring the mass email module; we have had great progress since the fall thanks to helpful assistance from IT staff and Web and Digital Marketing (Kris Hardy). As noted in our previous update, we anticipate the new email system and the event module will be ready by July 1, 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 Graduate and Professional Studies; Dean of the School of Science, Engineering and Health)

Update:

- The University is on track to submit for the NSA CAE institutional certification during the June 15th cycle. Phase One, the Program of Study application, was submitted earlier this year.

- Our second cohort of 8 students in the cybersecurity major will be graduated in May.
- The program is at a 5-yr high for incoming deposits (as of March 23) with 9 students deposited.
- The Summer Cyber Camp is scheduled for June 12-14th. In 2022 the camp filled to its 20-student capacity. This year we have increased the capacity to 30 students and are excited to host the camp in the Cyber Center. There are currently three students registered for the camp, and we anticipate it will fill.
- SOC Internship: We had 14 student interns in the SOC (Security Operations Center) in Fall '22 and 16 interns in Spring '23.
- The minor in cybersecurity was approved by the Curriculum Committee and Academic Council in Spring '23 and will be considered by COE Senate in April, to launch in Fall '23.
- David Bibighaus led the formation of Messiah's Collegiate Cyber Defense Competition (CCDC) team and they placed 11th out of 31 in their first competition, a six-hour cyber security inherit and defend event in Maryland in February.
- Events held in the cyber center this academic year include two Capture the Flag events, one Lunch and Learn, one Women in Cybersecurity luncheon, two Advising Nights, one recruiting event with One2One (Lancaster-based company), and nine Admissions events.

Next Steps:

- Hire a FT Director of Cybersecurity Education
 - Consider expansion of SOC services (would require hiring a SOC Coordinator as a new or expanded position at the very least)
 - Consider an online Master's in cybersecurity
2. Leverage faculty expertise and meet clinician needs by developing graduate level, post-licensure certificates in Occupational Therapy. (FY22) (Dean of Graduate and Professional 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 has been approved through university governance and by Middle States CHE.

Next Steps:

The OT program faculty continue to monitor whether offering a post-professional OTD would be strategic for Messiah.

We have begun marketing and doing a faculty/director search for the PT DSc.

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

Update:

The Counseling Program offered a course in Spirituality Integrated Psychotherapy (SIP) in late fall 2022. This was the first time we allowed non-degree students to enroll in a course in Graduate Counseling. 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, and Leah Clarke has had initial conversations with Rob Pepper about how to begin offering these and identifying full-time or adjunct faculty with relevant expertise.

Next Steps:

Jennifer Fislser will follow up with Leah Clarke to determine next steps for the SIP training/coursework. This may include offering the training to our own faculty and other counseling professionals on campus. It will also likely include offering the training as a non-degree continuing education option. One impediment to offering it as an online continuing education option is the lack of a suitable online platform (similar to Canvas) for conducting professional development with external audiences.

Based on feedback that Rob Pepper has received in partnership meetings, we are exploring opportunities to partner with the Bridge Center for continuing education options in high demand and mission-centric areas such as diversity, equity, and inclusion, trauma, and marriage and family. We have a tentative plan to offer two webinars this summer for continuing education.

4. Expand Adult Degree Program (ADP) and enrichment learning education options by offering micro-credentials (certificates, badges, CE). (FY22) (Dean of Graduate and Professional Studies)

Update:

See Theme IV for updates on The Bridge Center, NAIOMT and CE for University partners. We are working with NAIOMT and they are issuing credentials for PT continuing education – not Messiah. At this time, micro-credentials issued by Messiah are paused.

Next Steps: We are not expanding ADP at this point. With the discontinuation of the partnership with Emerge, we are holding on any major decisions about ADP.

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 Graduate and Professional Studies; Dean of the School of Science, Engineering and Health)

Update:

This spring, we began the process of packaging and marketing a 4+1 MBA program that will allow students in a number of undergraduate majors to complete 6-12 credits toward their MBA while still enrolled as an undergraduate student at Messiah. These students can then complete their MBA while working full-time after graduation. The goal is to promote enrollment for undergraduate students interested in an accelerated

pathway to the MBA and to increase graduate enrollment by retaining Messiah undergraduates into the MBA graduate program.

Next Steps:

The proposal is scheduled for COE Senate review in April. We would then begin marketing this to prospective and current students in summer/fall 2023.

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

Update:

We successfully worked with two outside consultants to create a full proposal for the Masters of Music in Music Therapy (MMMT) degree. The proposal was approved by Graduate Council on February 7, 2023 and by COE Senate on March 20, 2023.

Next Steps:

The application to the National Association of Schools of Music (NASM) and the American Music Therapy Association (AMTA) is due on August 1st. (Application to AMTA can occur concurrently with the NASM application.)

With appropriate accreditation approvals (expected by the end of November 2023), we are targeting the start of a faculty search in late fall 2023/early spring 2024. This will allow Dr. Cornacchio to lead the search after she returns from her fall 2023 sabbatical. We plan for a summer or fall 2024 start for students

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 action step is complete as of the December 2022 update.

- **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:

The Campaign for Messiah University: Learning for Life, Transforming the World, concluded on December 31, 2022, and raised a total of \$83.4M. This represents 111% of the original \$75M goal. Moreover, each of the subcategories of *The Campaign* – i.e., the Messiah Fund, Endowment/Deferred, Facilities, Restricted Giving, and Estate Planning Gifts – all exceeded their respective fundraising goals.

Next Steps:

As noted in our previous update, beyond the success of *The Campaign for Messiah University*, our Development team will remain focused on several key fundraising priorities:

1. 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.

2. Scholarship Endowment provides additional resources for families to make certain that a Christ-centered Messiah education remains affordable.
3. Facilities
 - a. 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.
 - b. 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.
 - c. 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.
 - d. 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:

The March 17, 2023 ending value for Messiah University's Endowment was \$126.8M after two quarters of operational withdrawals. The investments have performed well fiscal year-to-date, generating a \$5.3M gain, or 4.8%, representing 200 basis points of outperformance over the Endowment Policy Index. Further, as of same date, we have raised \$4.4M cumulatively in new endowment dollars toward our \$4M overall three-year goal, i.e., 111% of June 30, 2024 goal.

Next Steps:

Currently, the Endowment is defensively positioned to withstand any continued financial market shocks due to inflationary and earnings pressures caused by the Federal Reserve's unprecedented monetary tightening cycle. Given the recent sharp decline in 2-3 year interest rates stemming from the most recent banking crisis, we have identified an opportunity to tactically rebalance approximately 2% of the fixed income portfolio towards high quality equities trading at discounted valuations with dividend yields in the 3.0% - 4.25% range.

Despite having reached the June 2024 fundraising goal over a year early, we remain focused on raising additional endowment dollars. We look to continue the very successful Board of Trustee supported Endowment Challenge efforts that have been 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 March 2023, we have raised \$5.7M cumulatively in restricted funds for capital and/or program support toward our \$12M overall three-year goal, i.e., 47% of June 30, 2024 goal. For FY2023, we are at \$3.1M toward our annual \$4M goal, i.e., 78% of June 30, 2023 goal.

Next Steps:

As noted in the previous update, in addition to expected pledge payments on past capital and program 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 continue to yield significant new pledge payments in the coming months (as we have seen since the last update).

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 March 2023, we have raised over \$2.1M cumulatively for the Messiah Fund toward our \$3.9M overall three-year goal, i.e., 55% of June 30, 2024 goal. For FY2023, we are at \$762K toward our annual \$1.3M goal, i.e., 59% of June 30, 2023 goal.

Next Steps:

Over the next few months, we have several activities focused on raising Messiah Fund dollars. Our annual Giving Day, which has an increased goal of \$160,000, will be held on April 4, 2023. Further, a re-envisioned “Give ‘em a Break” Campaign will run during the weeks leading up to finals and build on the theme of supporting students both financially and with a “sweet treat” during finals. Finally, our annual fiscal year end fundraising effort, which is held during the final weeks of the fiscal year, will provide an opportunity for any lapsed donor to give their annual gift to Messiah in this fiscal year.

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

Update:

CATERING: Catering Sales are trending to increase by 1.02% in FY23 versus the FY22 annual total sales volume of \$571,781.00. Performing offsite Catering events has been hindered and restricted by labor shortages over the past two years. Organic non-Messiah Catering revenue remains steady averaging an annual volume of \$70,100.00. Most of the current non-Messiah revenue has been generated by Summer Conferences and Camps.

CONFERENCE & EVENTS SERVICES: In summer 2019 Conference Services netted \$849,021 which was the last “normal” summer prior to Covid. Last summer 2022 we had a few groups that chose not to return due to Covid but we still netted

\$841,876. This summer we will be hosting several new groups and will have several groups return who faithfully came prior to Covid. We do have 3 groups (they were smaller) who will not be returning. Although these returning groups are smaller in numbers (between 100 and 150 people), I expect revenue to increase by \$25,000. With this our schedule is very full for the summer.

Next Steps:

CATERING: Once the Catering staffing levels rebound, a strong strategic plan will be implemented to drive organic Catering volume growth and profits.

CONFERENCE & EVENTS SERVICES: Work is focused toward being more strategic in the years to come with larger groups and youth oriented groups that may be a target audience for admissions as well. Some restructuring of the calendar and uses of facilities for some groups will need to occur to make this happen.

Progress was made with departments on campus understanding that fees need to be charged related to co-sponsored events. While not significant income, it is anticipate that this along with external events during the academic year could bring in another \$30,000 per academic year if these new policies are carried through.

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 the Executive Director and Assistant to the President for Innovation and University Partnerships) 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) (Executive Director and Assistant to the President for Innovation and University Partnerships)

Update:

The Bridge Center for Continuing Education was successfully launched, and we hosted the first continuing education training with NAIOMT. The Bridge Center in partnership with the DPT Program hosted an on-site continuing education event with an international expert on the neuroscience of pain. The Bridge Center successfully provided the Homelife Division of Milton Hershey School with training and plans are underway for the 2023-24 academic year.

Next Steps:

We are in conversations with potential partners in the following areas: counseling, education, healthcare, and spiritual formation.

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) (Executive Director and Assistant to the President for Innovation and University Partnerships; VP for Enrollment Management; VP for Diversity Affairs)

Update:

MOU with Immerse signed in November 2022; John Chopka, Sierra Kinslow, and Alisa Wacker met with the director to strategize on next steps toured facilities in March 2023.

Next Steps:

Sierra Kinslow will participate in the April AEO tour (April 3 – April 22), with stops in Korea, Taiwan, and Malaysia.

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) (Executive Director and Assistant to the President for Innovation and University Partnerships; VP for Enrollment Management; VP for Diversity Affairs)

Update:

We established the Pathway Partners Program and we now have six organizations (seven schools) in the program.

Next Steps:

Visits have been made to additional schools with the intention of expanding this program. We are finalizing the paperwork to join the Pittsburgh Promise Preferred College Partner.

- b. Higher education institutions who express interest in accelerated programs, partnerships, and creative new programming models (ADP, Graduate and non-degree). (FY23) (Executive Director and Assistant to the President for Innovation and University Partnerships; Dean of Graduate and Professional Studies)

Update:

We have six enrollment agreements for the MSAT Program, having recently added The College of NJ. We added an agreement with Alvernia University for Messiah graduates of the MBA, MSL and Higher Education degree to have a seamless pathway to the PhD in Leadership at Alvernia.

Next Steps:

We are pursuing opportunities for enrollment agreements for the DPT, MS/DI and additional MSAT 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; Associate Provost)

Update:

Rusty Hoffman visited with students in the OneLife Gap Year Program in February 2023 to discuss application process and scholarships for fall 2023. Compass Gap Year Program brought 12 students for a campus visit and to meet professors through in-person class sessions in February 2023.

Next Steps:

Courses are being confirmed for Compass during the 2023-24 academic year. We look to enroll several students after the first year with these partnerships and will continue to assess the effectiveness based on results.

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) (Executive Director and Assistant to the President for Innovation and University Partnerships; VP for Finance and Planning)

Update:

The university press has developed a business partnership with Mechanicsburg School district to provide print services. This academic year expects approximately \$150K in revenue.

Next Steps:

The press is currently in RFP process with several other schools and business to provide services to additional companies.

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:

In January we launched our new access system at the fitness center which creates one set of policies for both internal and external members.

We currently have over 50 external constituents/community members paying a monthly or yearly membership at the fitness center and have met our FY23 revenue goals.

We have outlined four distinct service lines in the Preventative and Rehabilitative Exercise Programming (PREP) initiative that we believe will generate revenue, foster strategic partnerships, and provide experiential learning for students. We have been piloting one of these service lines with five individuals and have been getting excellent feedback.

We have also collaborated with the Master of Occupational Therapy Program and plan to launch our first clinically supervised group class which will target individuals diagnosed with Parkinson's disease. This class will occur in the fall of 2023 and will serve as a credit-bearing level one field work experience for MOT students.

Next Steps:

We plan to continue to pilot and refine the four distinct service lines under the PREP initiative umbrella. Each of these lines will have a full launch during FY24. Our branding and marketing plan for both unlimited-use memberships and PREP will be completed by the end of the current semester. This summer we plan to design our undergraduate internship curriculum. This summer we plan to network with local businesses and medical providers to establish "win-win" partnerships.

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 third meeting of the Executive Leadership Roundtable (ELR), led by President Phipps and Trustee Ken Moreland, was held on March 23, 2023. Jon Stuckey facilitated a panel of students who spoke about how partnerships with external organizations, e.g., internships, service organizations, have enriched their undergraduate experience. Rob Pepper then led a discussion on how Messiah should

be thinking about and planning for merger/acquisition discussions that are encroaching on the landscape in higher education. We had a dynamic and very insightful evening of good conversation.

Next Steps:

We have not set the next meeting for the ELR because we need to determine how best to move forward. Kim Phipps, Jon Stuckey, and Rob Pepper, in consultation with Ken Moreland, will debrief the March session and determine how best to move forward. Some suggestions are to expand the membership (only 4 could attend the March session) and consider lengthening the event to a full day with time for more in-depth conversation.