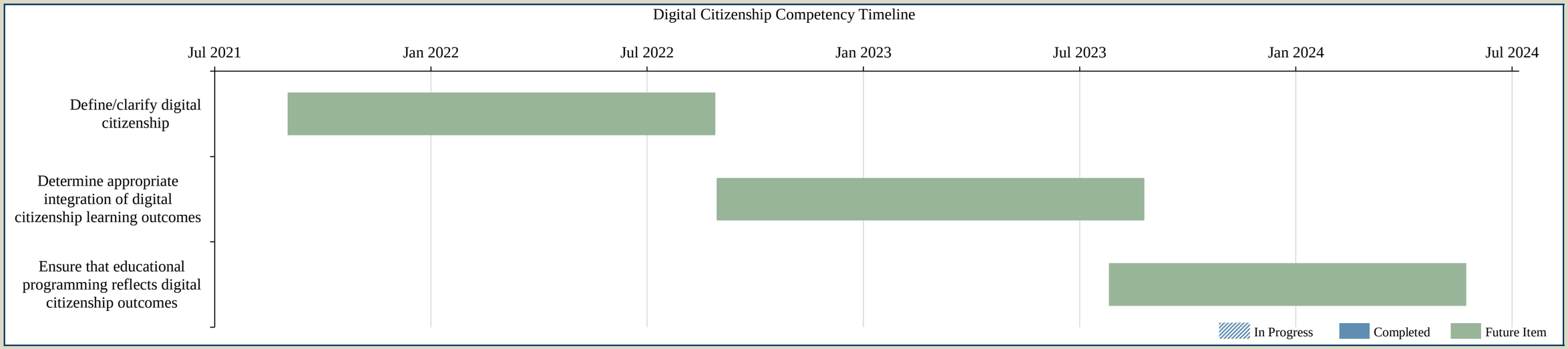
Messiah University 2021-2024 Strategic Plan Dashboard

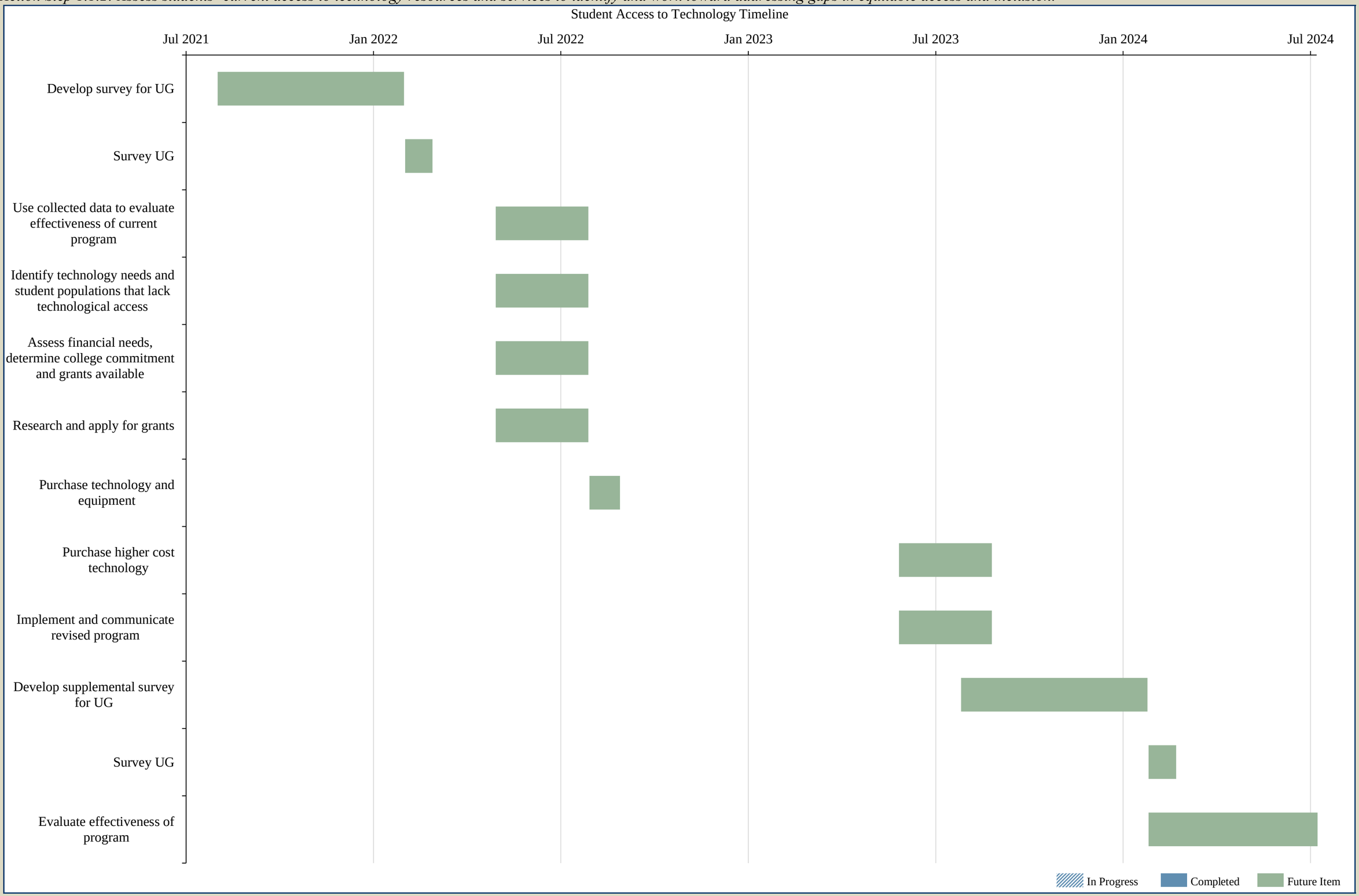
Theme 1: Distinctive Teaching and Learning

Goal 1.1: Messiah University will strategically use technology and campus spaces to increase educational access and student success across the learning experience.

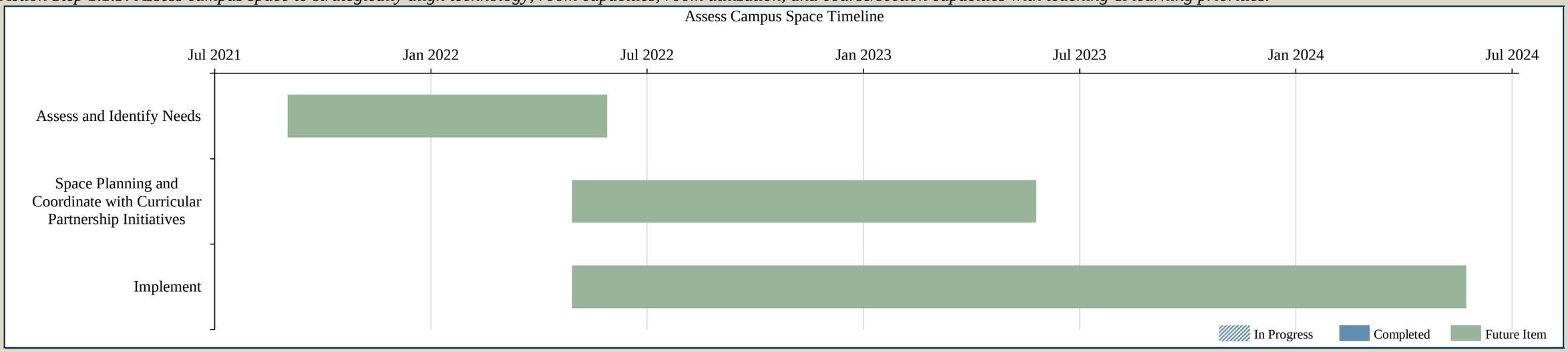
Action Step 1.1.1: Assess curriculum to identify and clearly articulate the role of digital citizenship competencies (skills and ethics) in different learning environments (grad, undergrad, and co-curriculum).



Action Step 1.1.2: Assess students' current access to technology resources and services to identify and work toward addressing gaps in equitable access and inclusion.

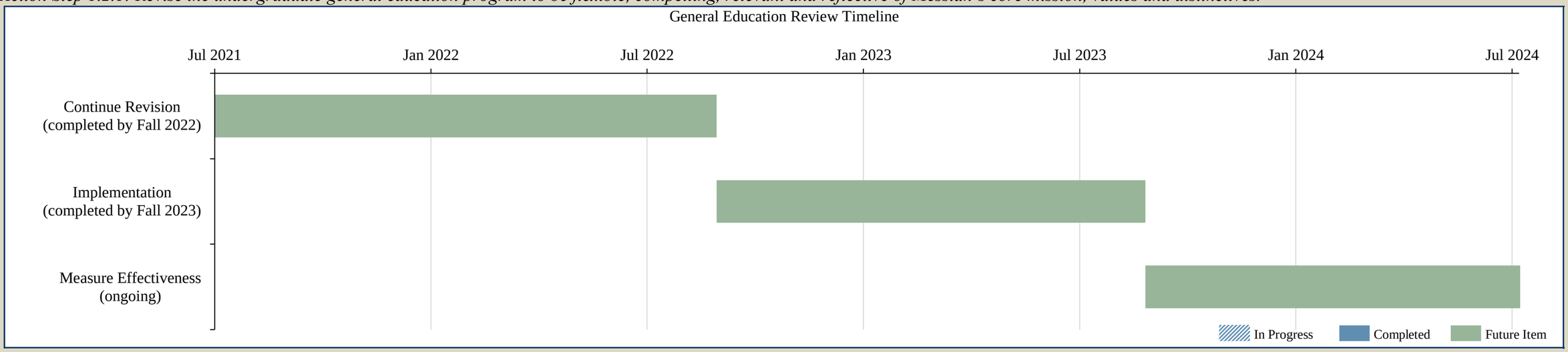


Action Step 1.1.3: Assess campus space to strategically align technology, room capacities, room utilization, and course/section capacities with teaching & learning priorities.



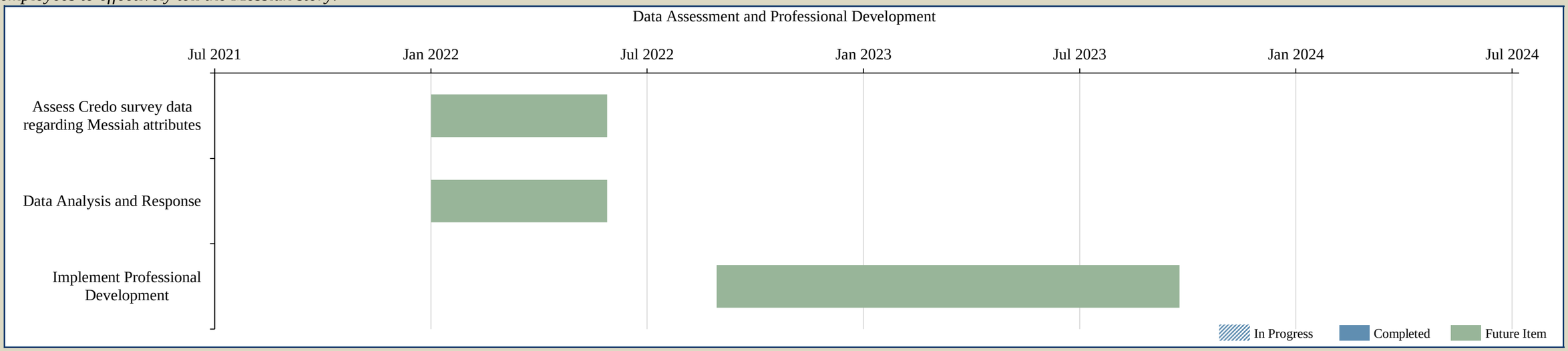
Goal 1.2: Messiah University will reflect Messiah distinctives across educational programs, support structures and staffing.

Action Step 1.2.1: Revise the undergraduate general education program to be flexible, compelling, relevant and reflective of Messiah's core mission, values and distinctives.



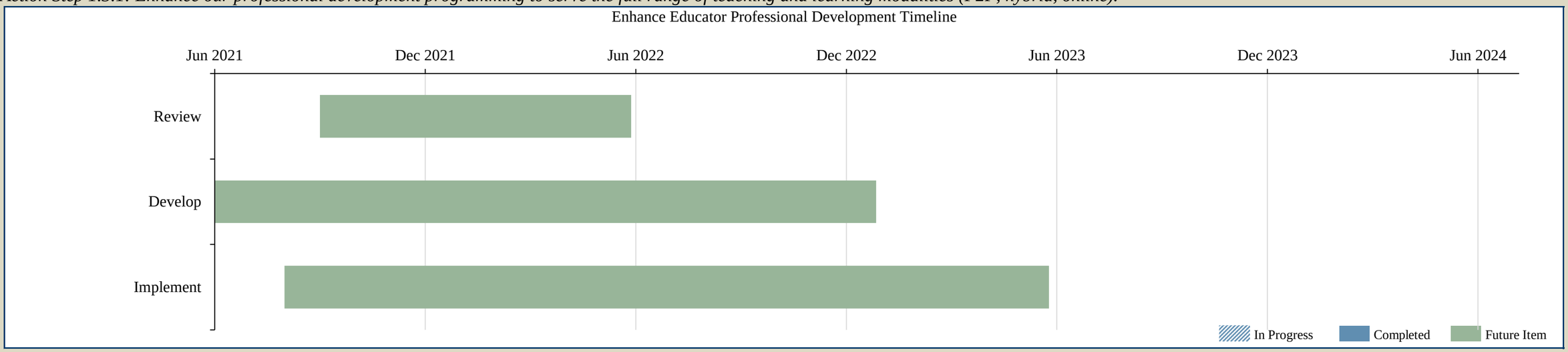
Efficiency/% Margin/Estimation of Amount Saved

Action Step 1.2.2: 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.

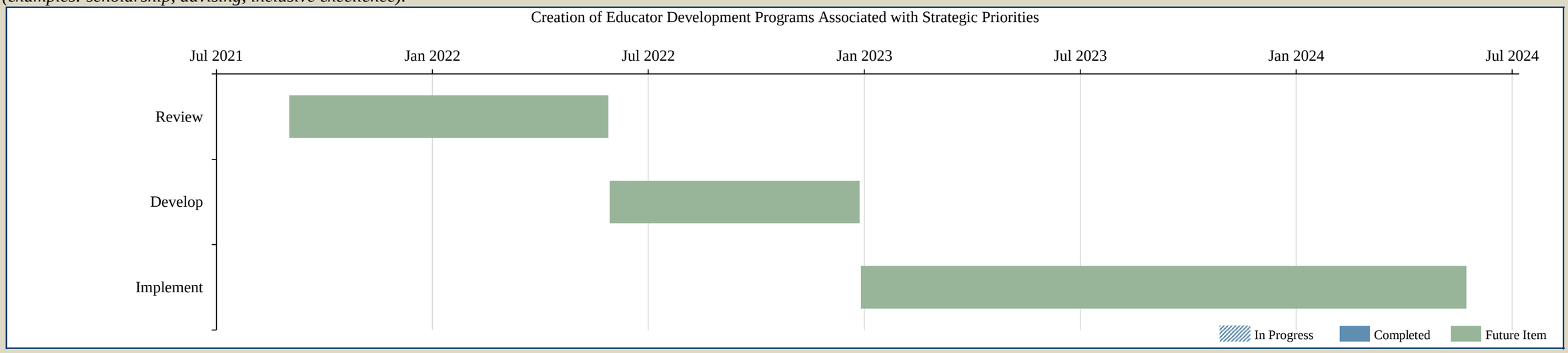


Goal 1.3: Messiah University will cultivate a community of thriving educators by coordinating a comprehensive, dynamic and responsive set of professional development programs centered on institutional priorities and distinctives.

Action Step 1.3.1: Enhance our professional development programming to serve the full range of teaching and learning modalities (F2F, hybrid, online).



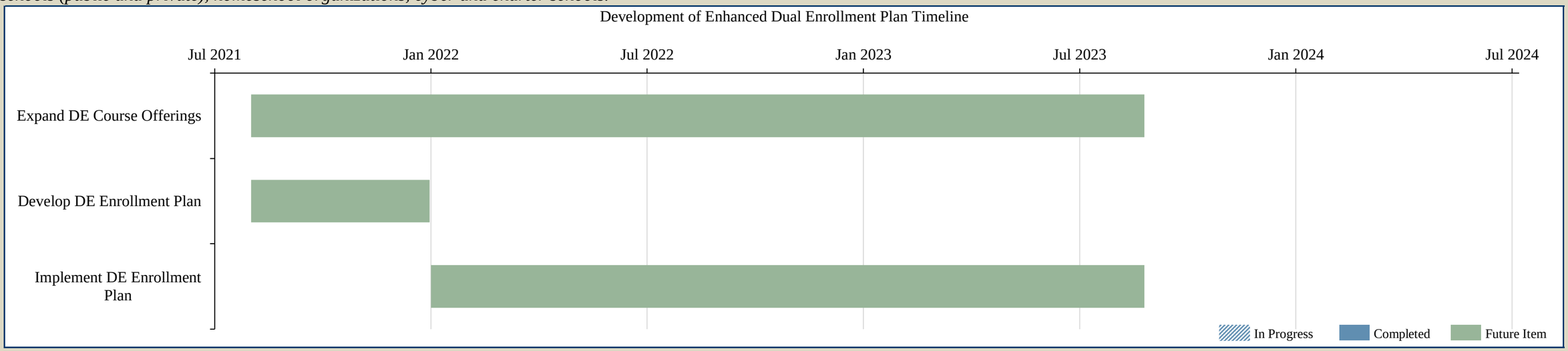
Action Step 1.3.2: Design and implement educator development programs that promote participation around strategic priorities, including a robust offering of mentoring communities devoted to areas of interest (examples: scholarship, advising, inclusive excellence).

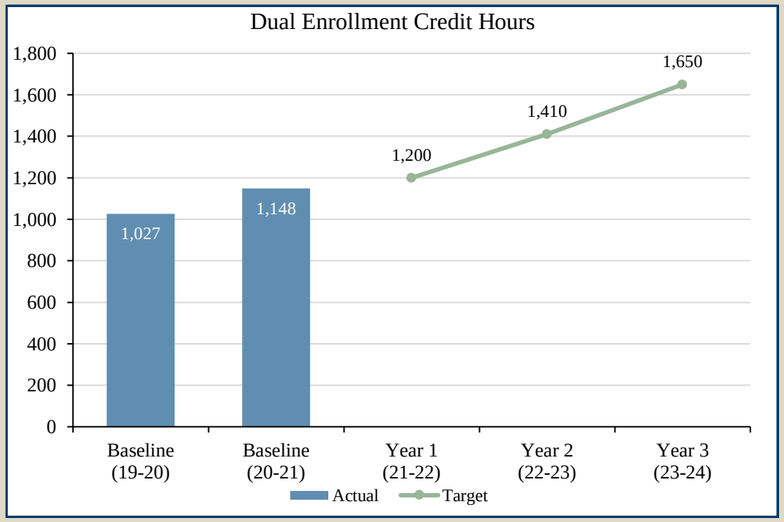


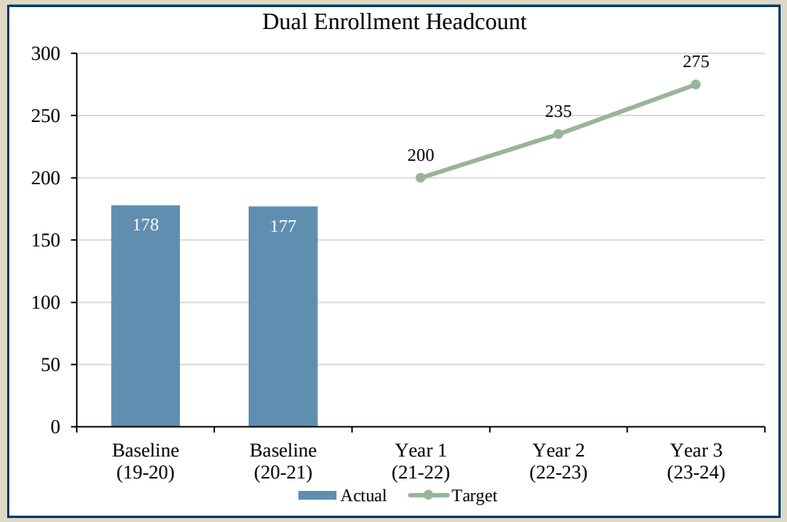
Theme 2: See Messiah Anew

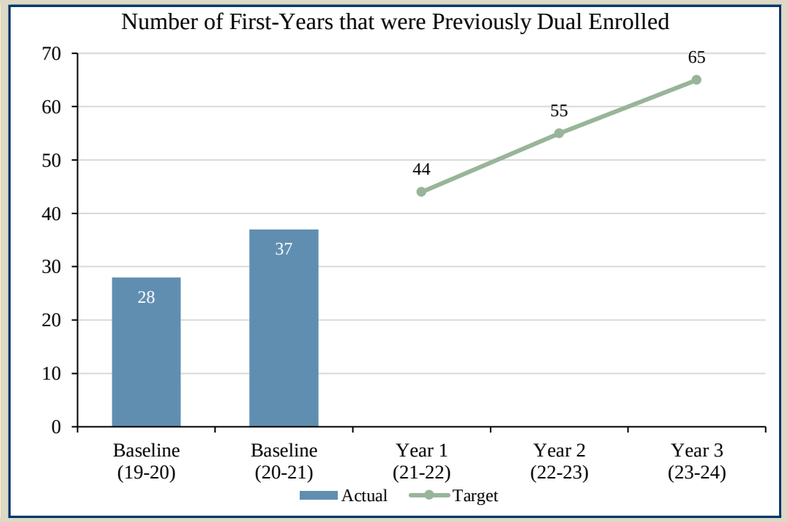
Goal 2.1: Develop and implement strategies to effectively expand, recruit and retain a more diverse undergraduate and graduate student body.

Action Step 2.1.1: 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.

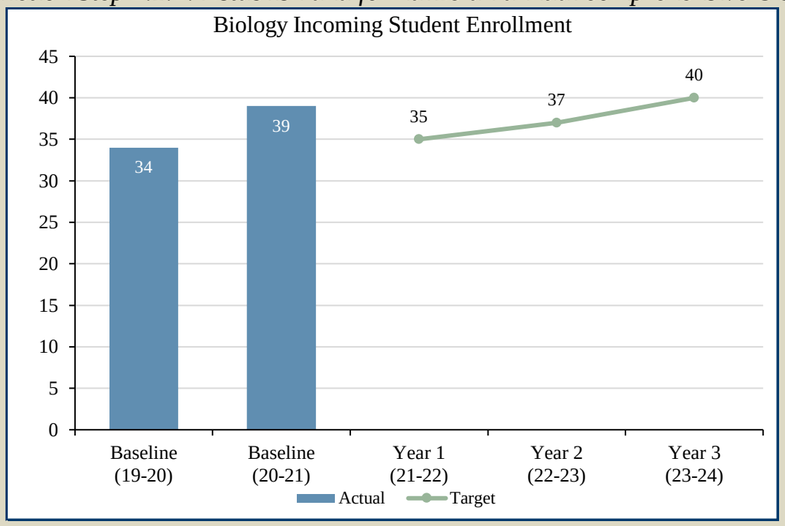


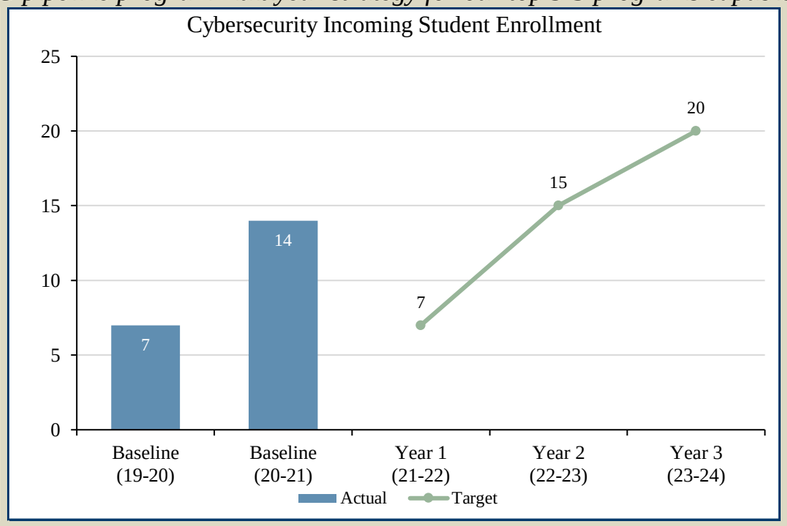


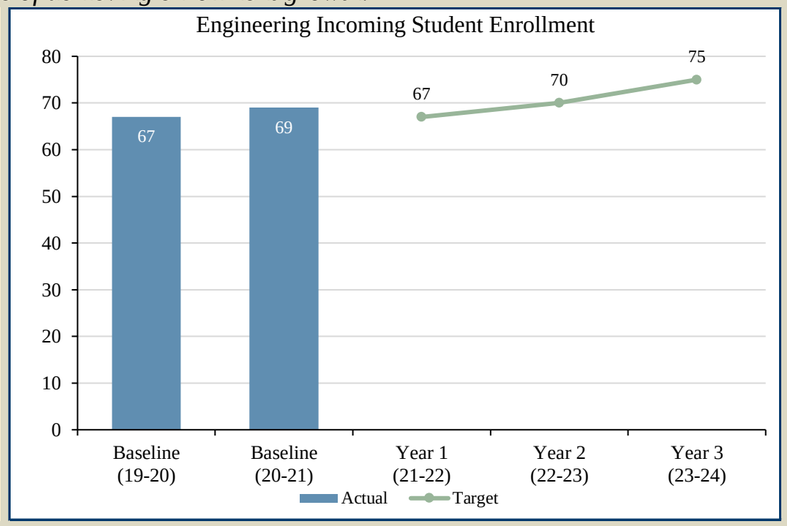


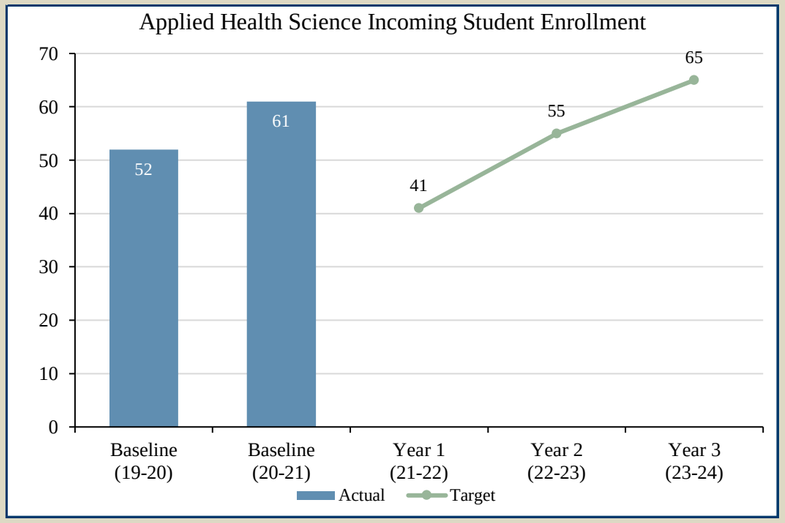


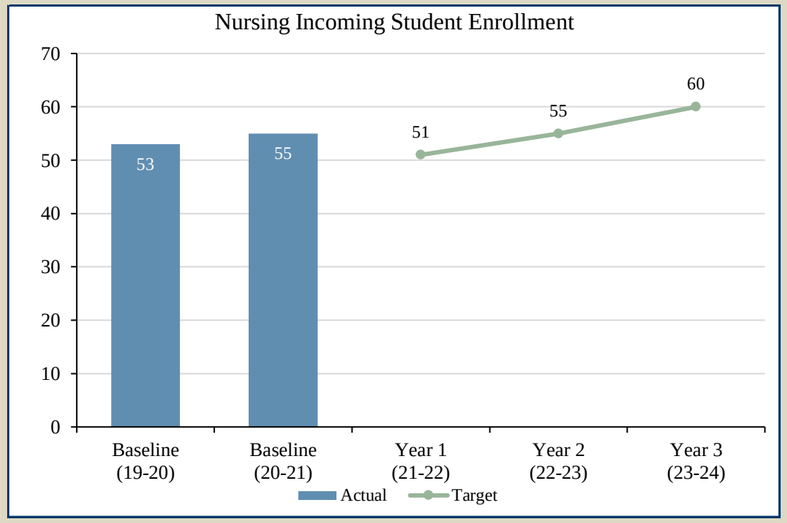
Action Step 2.1.2: Establish and formalize an annual comprehensive UG pipeline program multiyear strategy for our top 3-5 programs capable of achieving enrollment growth.



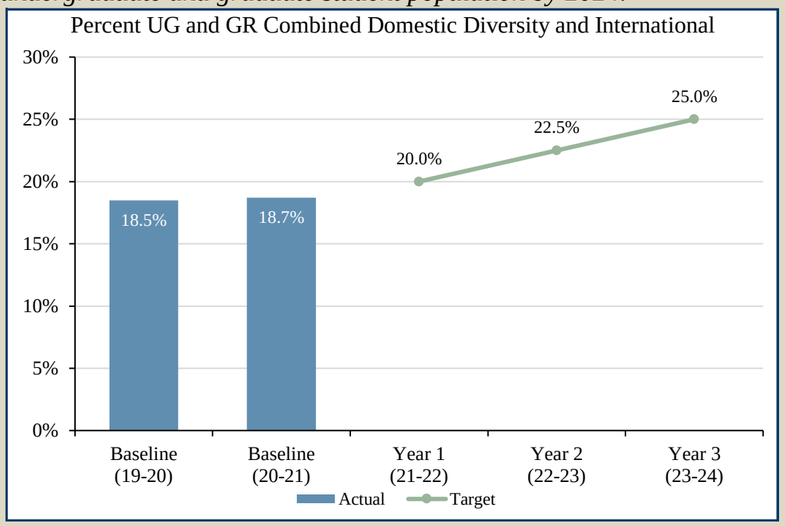


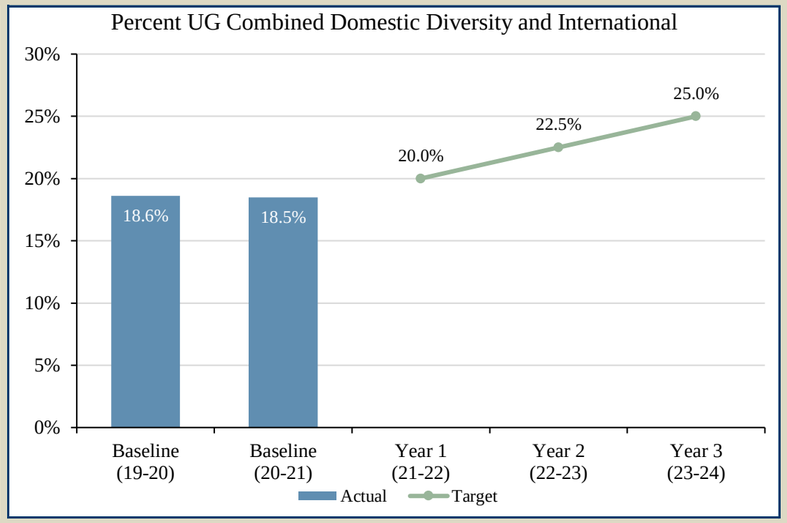


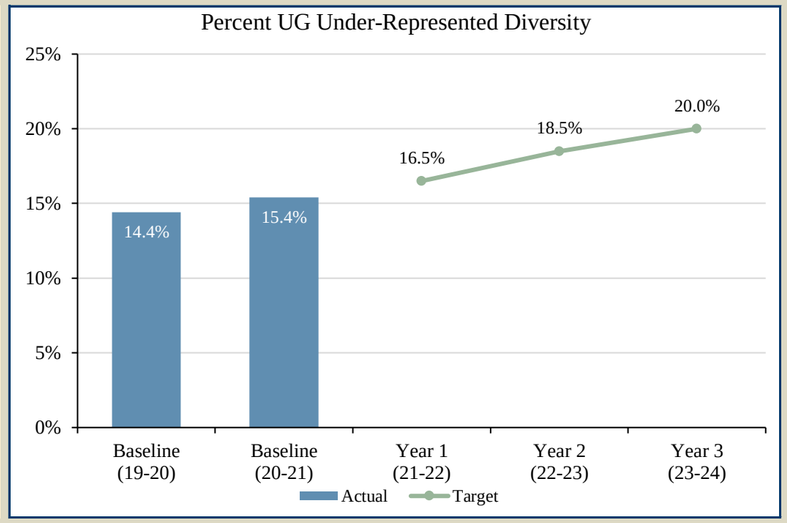


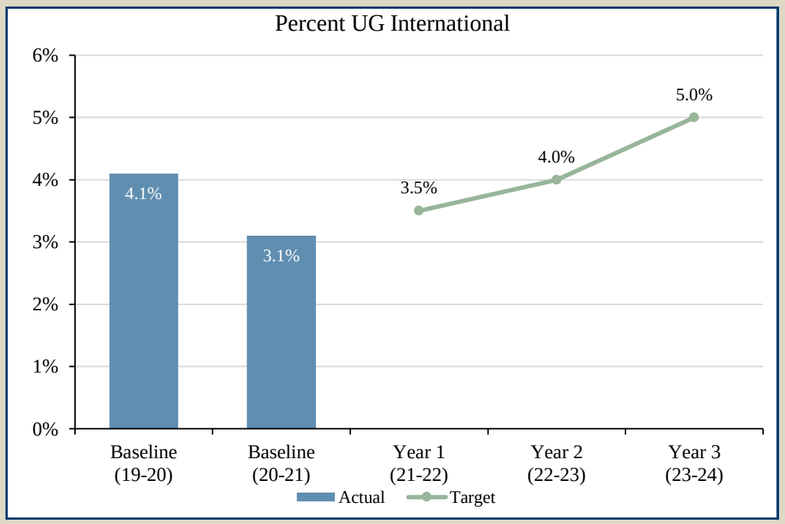


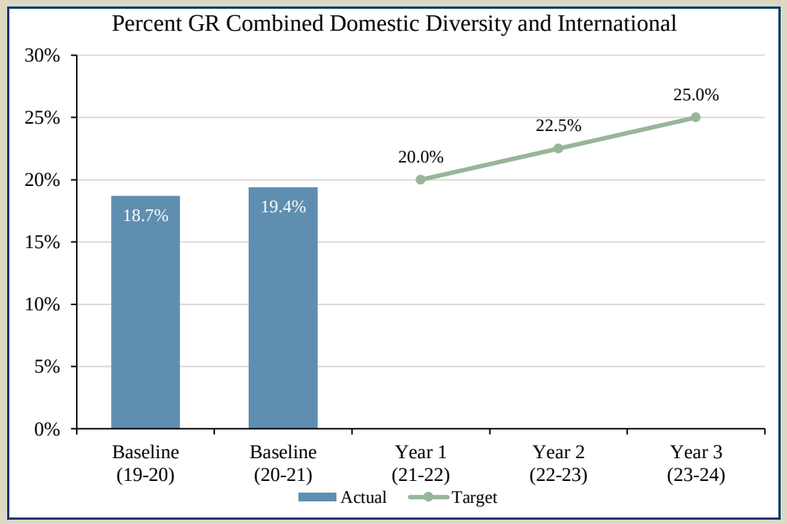
Action Step 2.1.3: Develop strategies for achieving next-level excellence in attracting and retaining students of color and international students, bringing our overall enrollment to no less than 25 percent of the undergraduate and graduate student population by 2024.

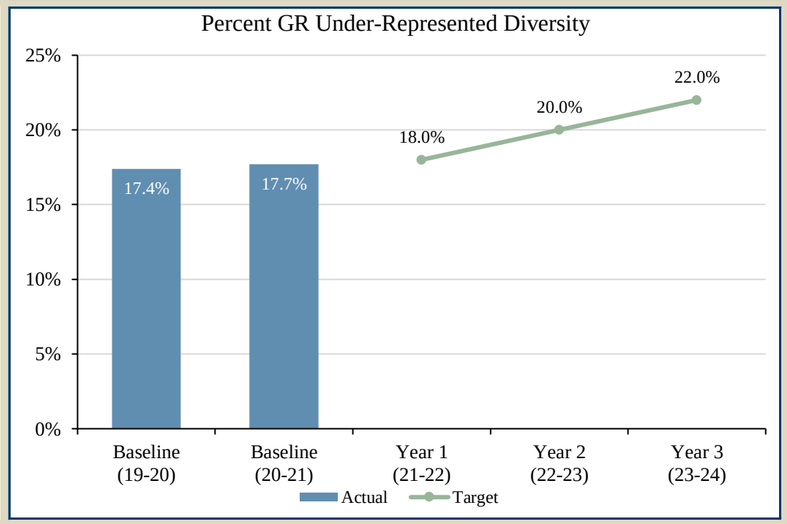


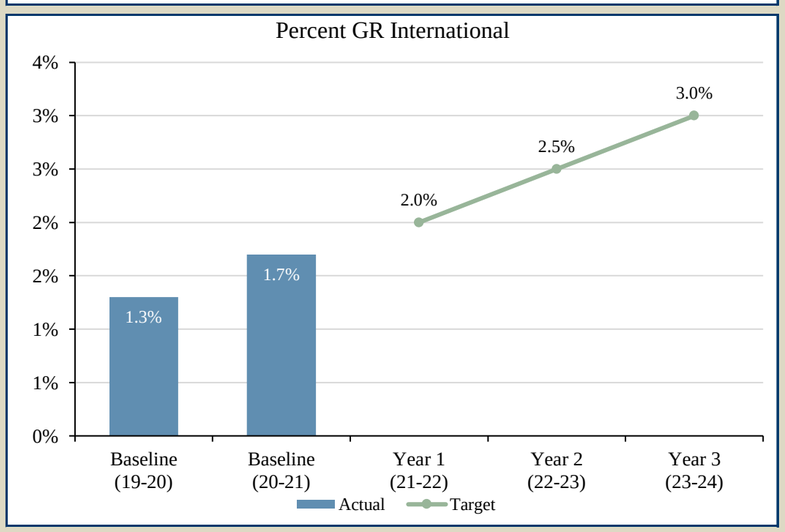


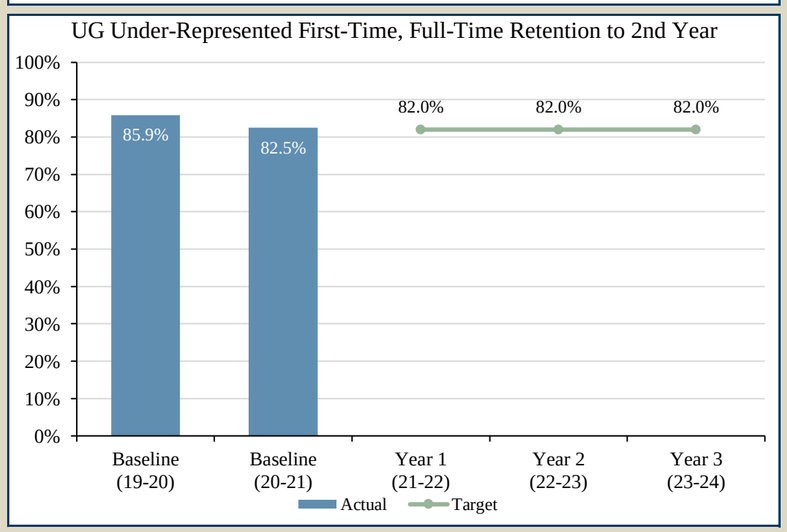


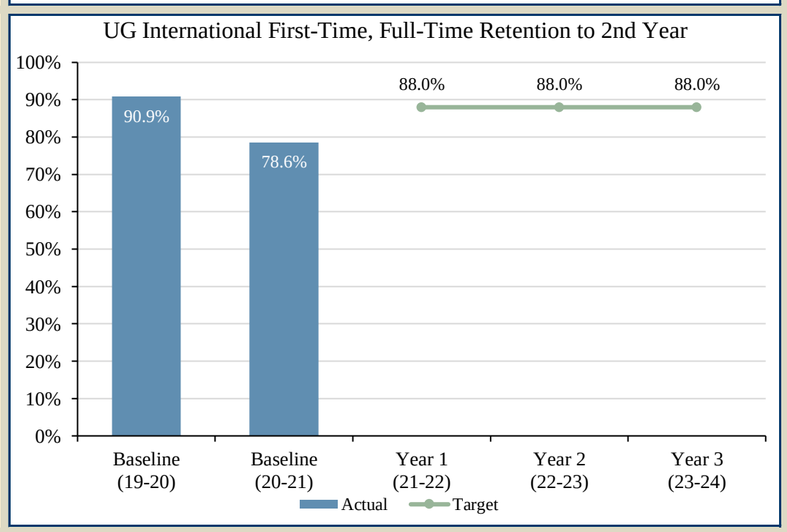






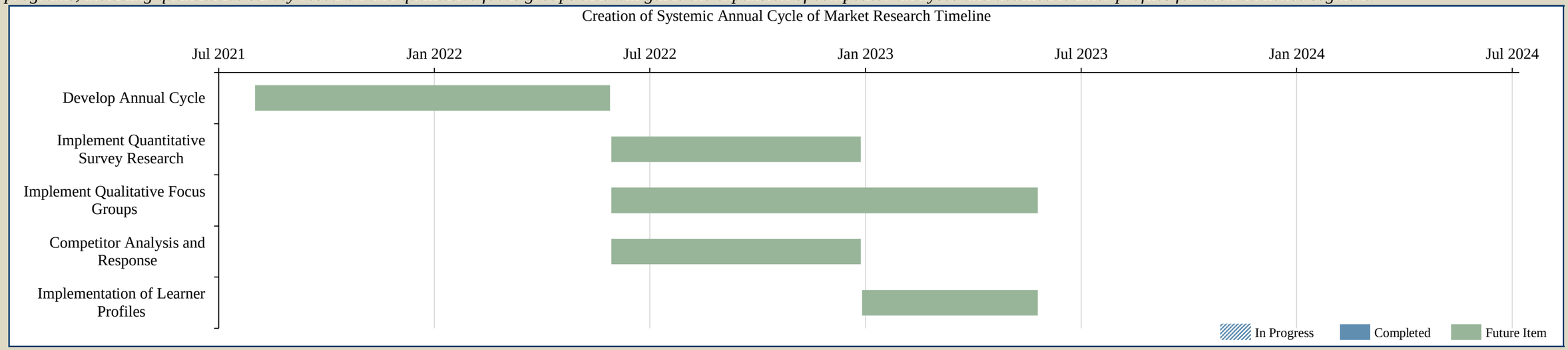






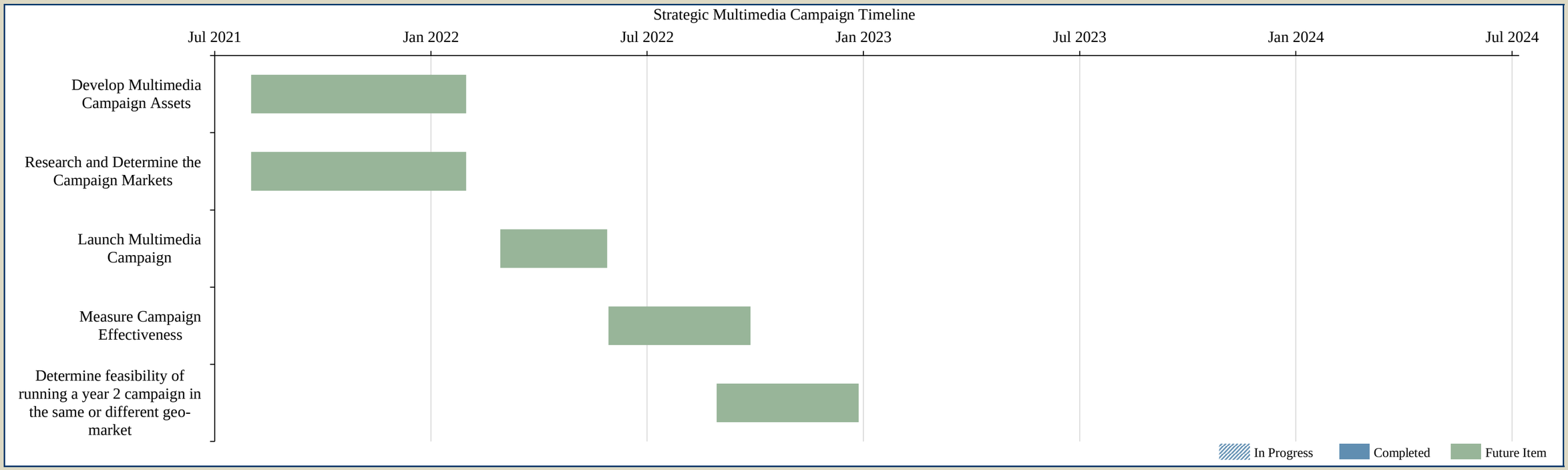
Goal 2.2: Research, deepen and apply our understanding of the educational goals, motivations and obstacles of our key educational stakeholders to strengthen our institutional recruitment, marketing and brand.

Action Step 2.2.1: 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.

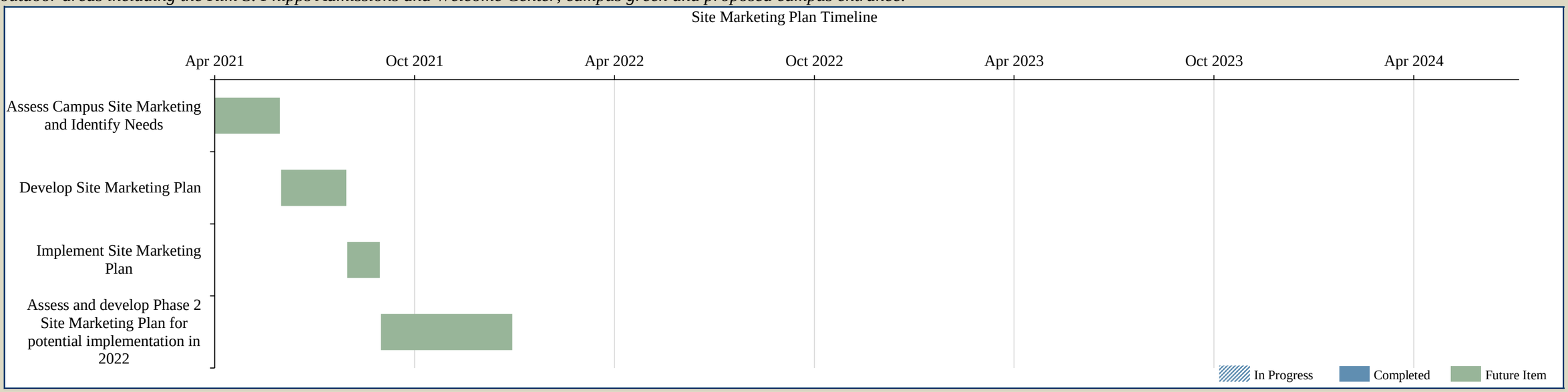


Goal 2.3: Expand awareness of Messiah's brand and distinctives as a nationally recognized comprehensive Christian university—both in our surrounding region—and in potential new geographic markets as guided by strategic partnerships and research.

Action Step 2.3.1: 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.

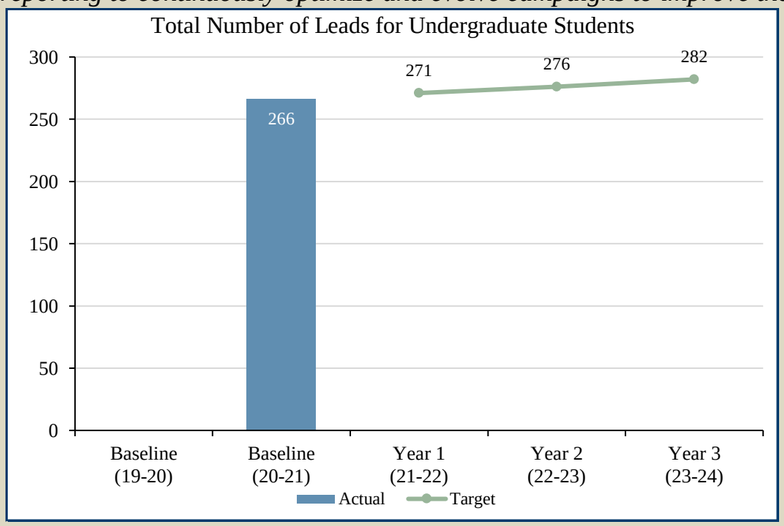


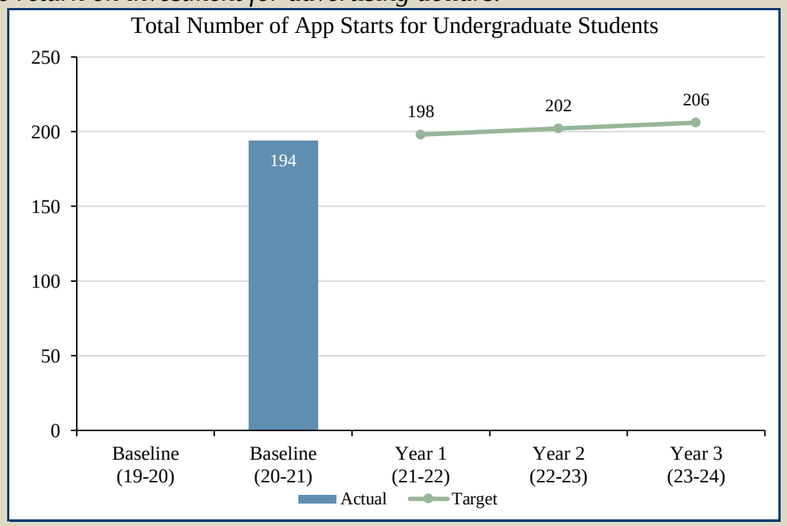
Action Step 2.3.2: Assess Messiah's current campus site marketing and develop and implement a site marketing plan, including the exploration of emerging technology, with a particular focus on new indoor and outdoor areas including the Kim S. Phipps Admissions and Welcome Center, campus green and proposed campus entrance.

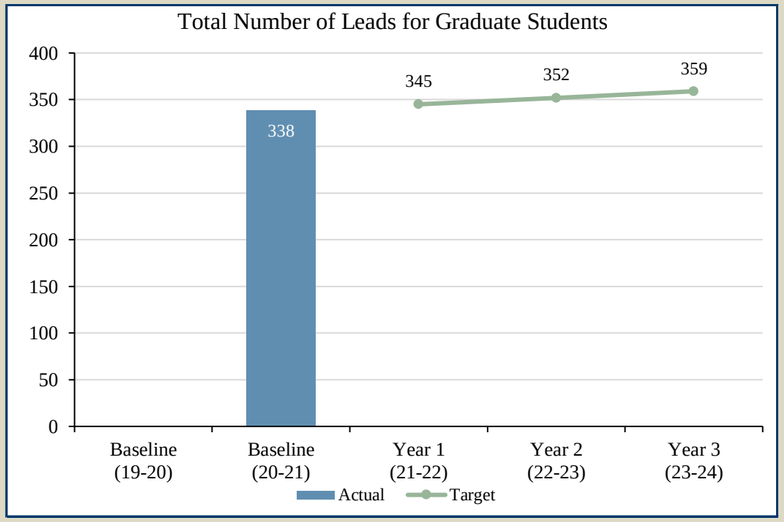


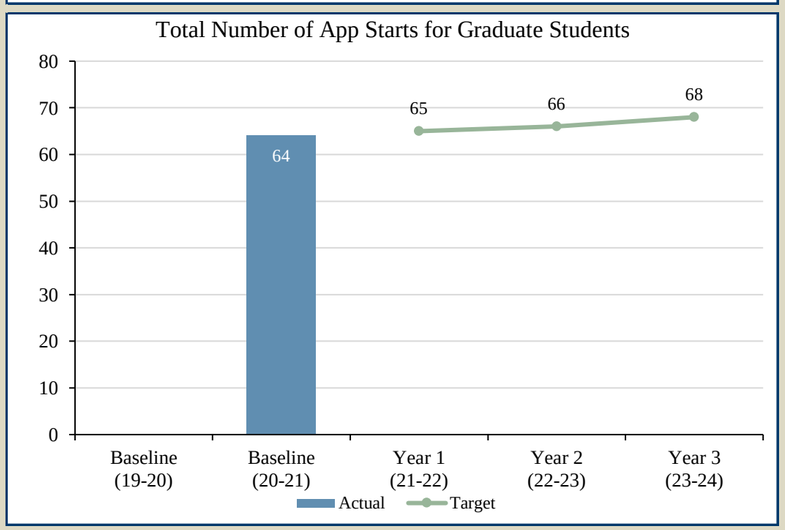
Goal 2.4: Advance digital recruitment and enrollment strategies as an essential priority to generate awareness and engagement throughout the student's full lifecycle of attendance.

Action Step 2.4.1: 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.

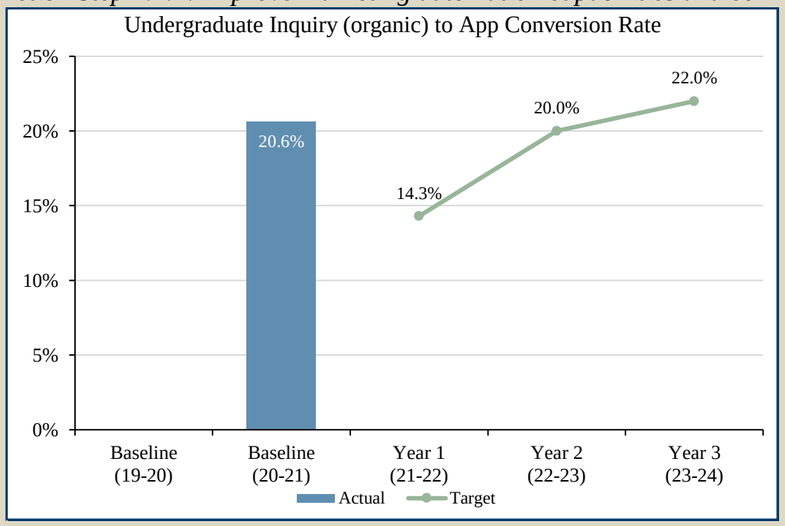


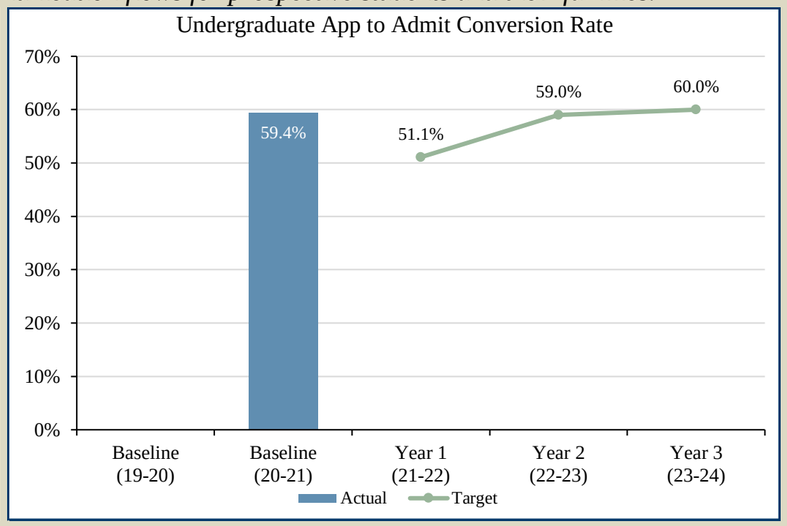


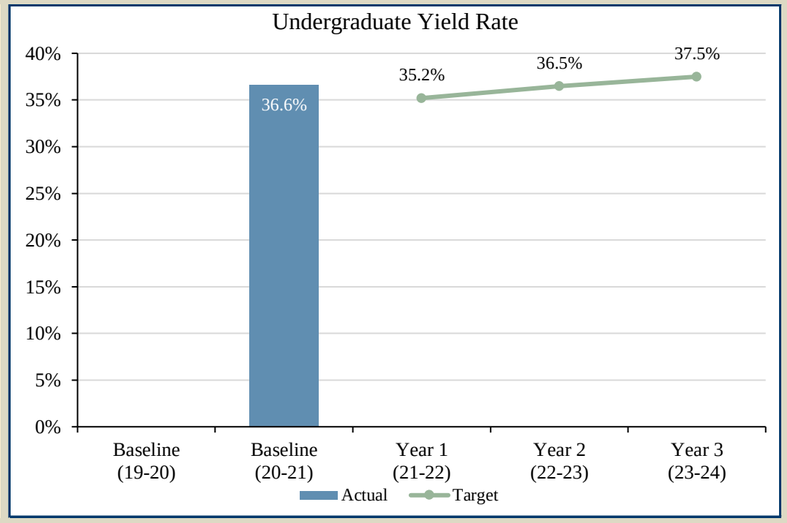


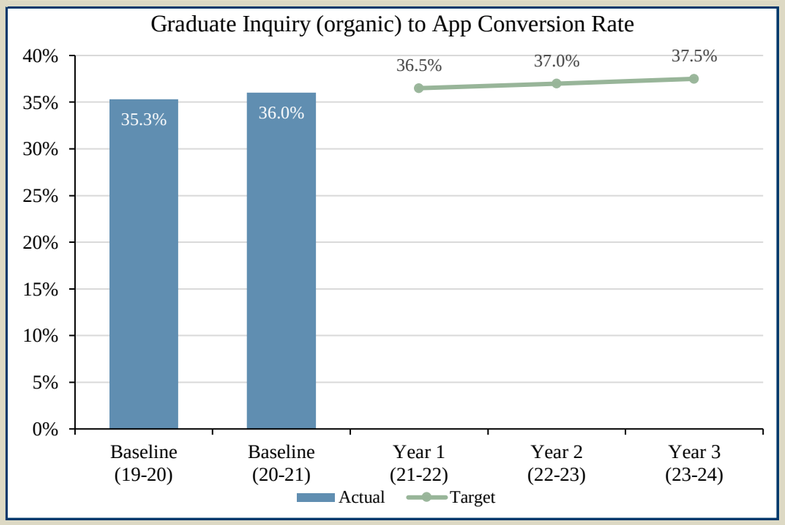


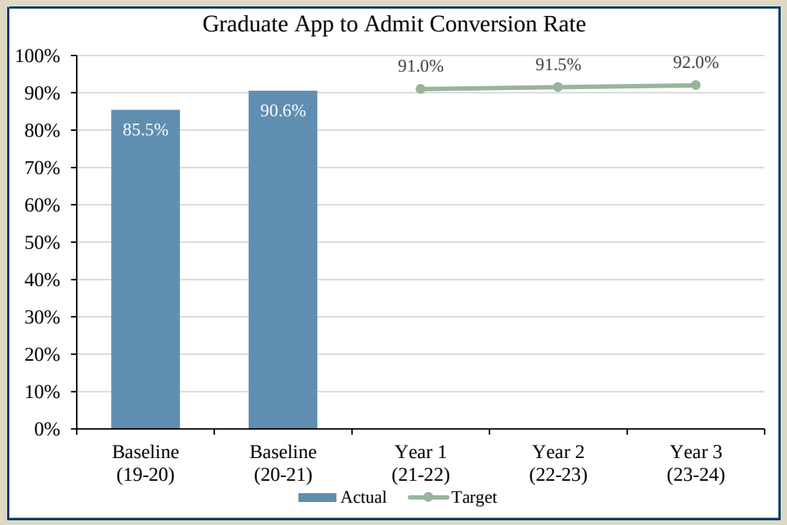
Action Step 2.4.2: Improve marketing automation capabilities and communication flows for prospective students and their families.

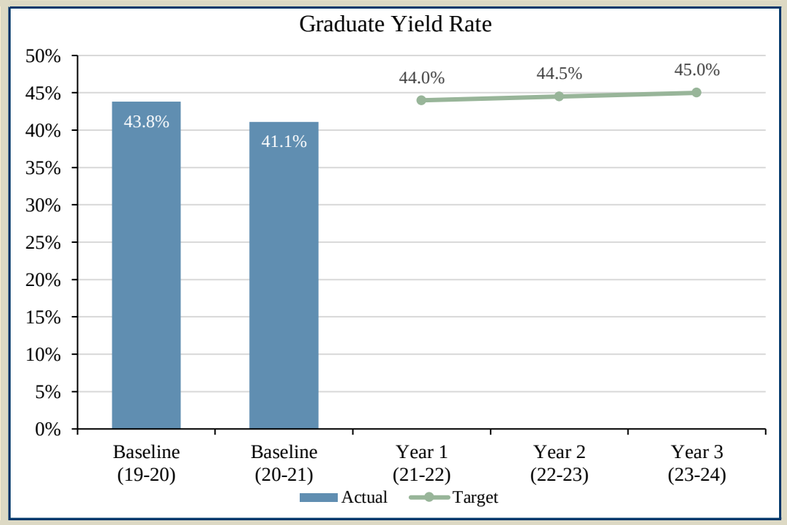






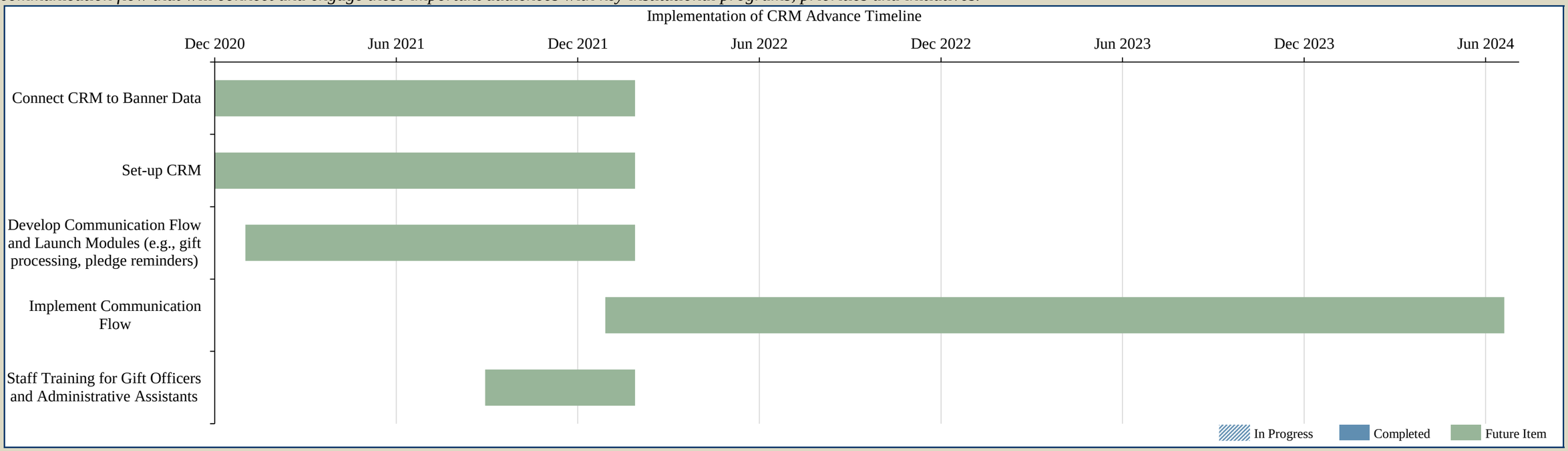


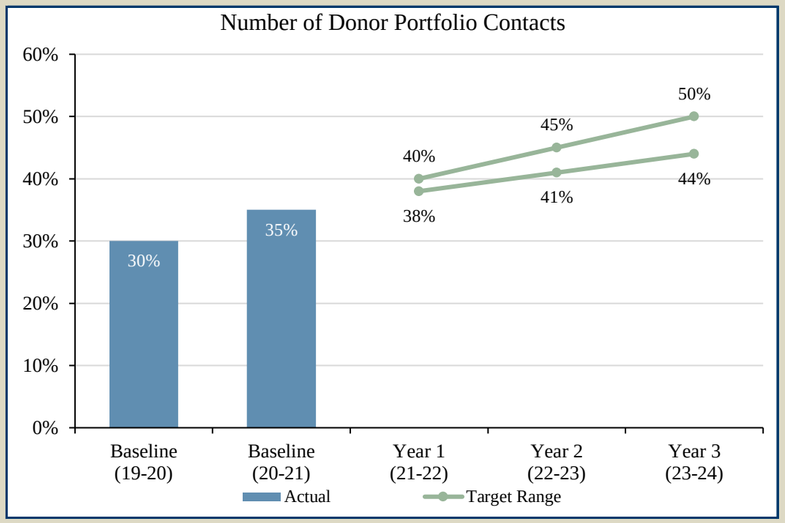


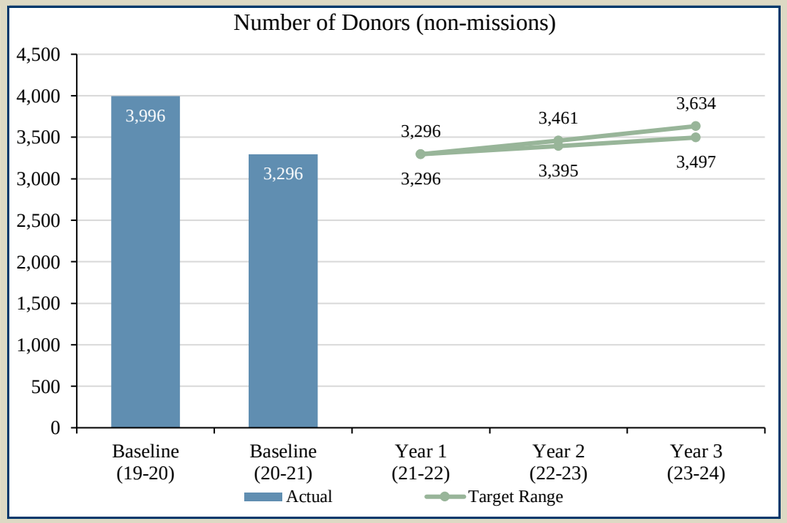


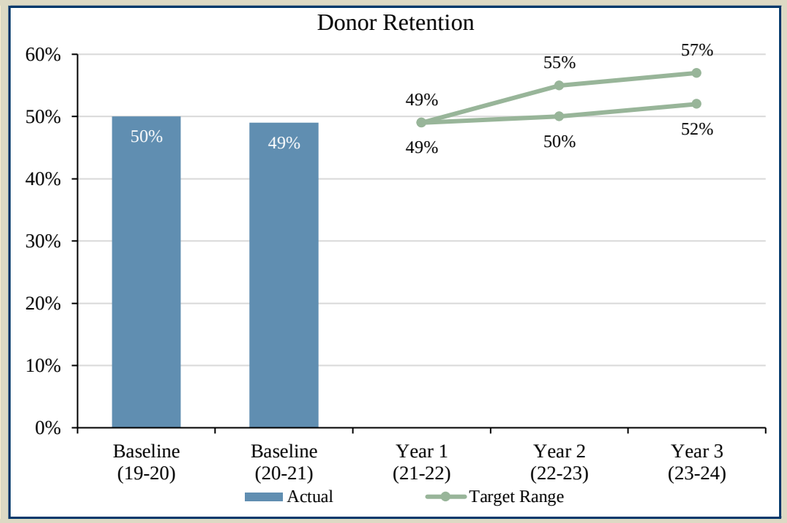
Goal 2.5: Enhance strategic communication with alumni, parents and donors as key stakeholders in support of institutional fundraising, engagement and learning for life educational initiatives.

Action Step 2.5.1: 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.





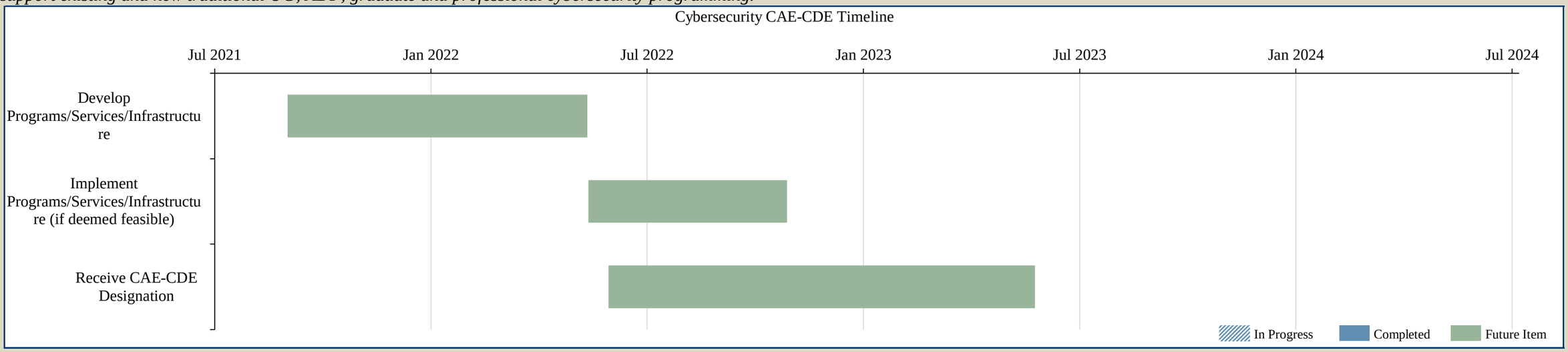




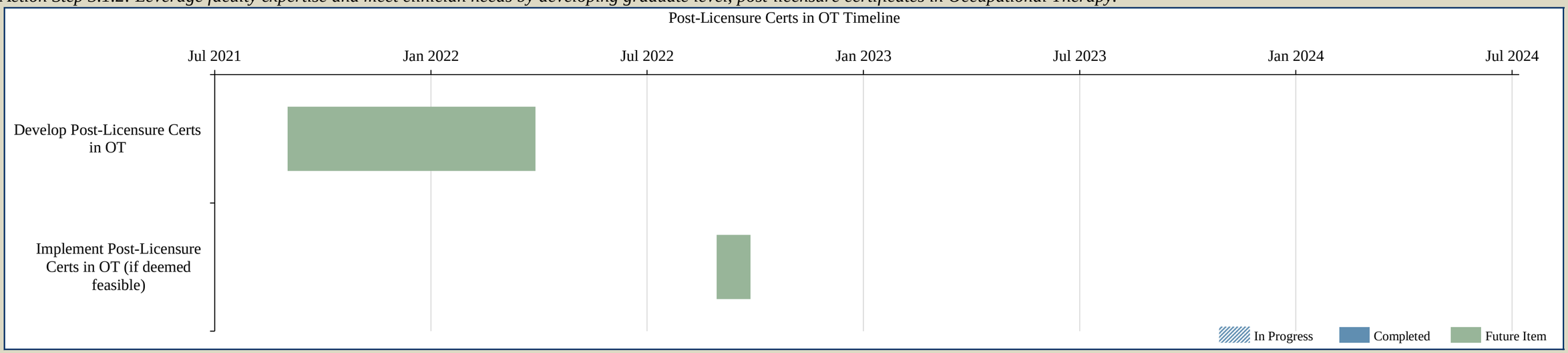
Theme 3: Sustainable Future

Goal 3.1: Messiah University will successfully expand and support new academic programs to increase net revenue through increased student enrollment.

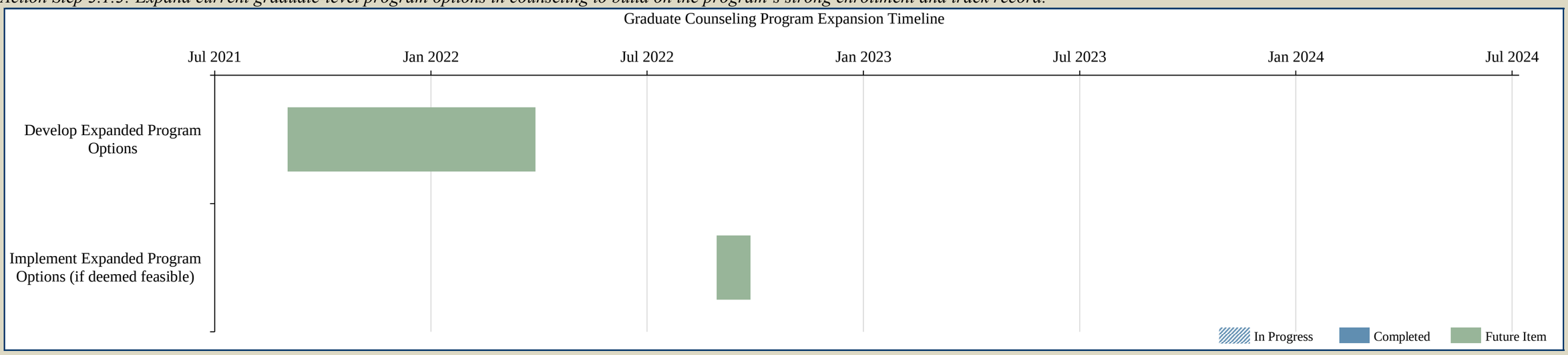
Action Step 3.1.1: Develop programs, services and infrastructure leading to designation as a National Security Agency Center for Academic Excellence – Cybersecurity Defense Education (CAE-CDE) institution to support existing and new traditional UG, ADP, graduate and professional cybersecurity programming.



Action Step 3.1.2: Leverage faculty expertise and meet clinician needs by developing graduate level, post-licensure certificates in Occupational Therapy.

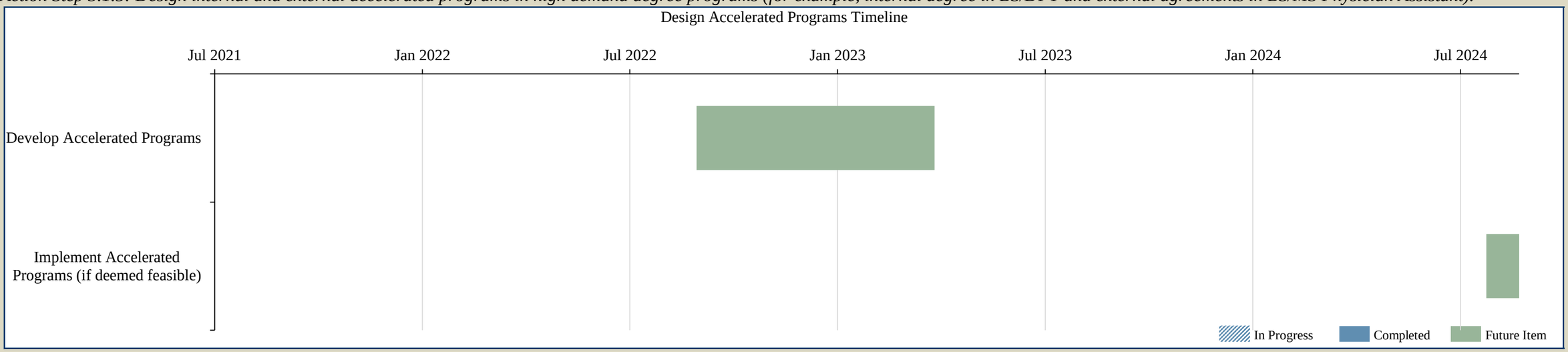


Action Step 3.1.3: Expand current graduate-level program options in counseling to build on the program's strong enrollment and track record.

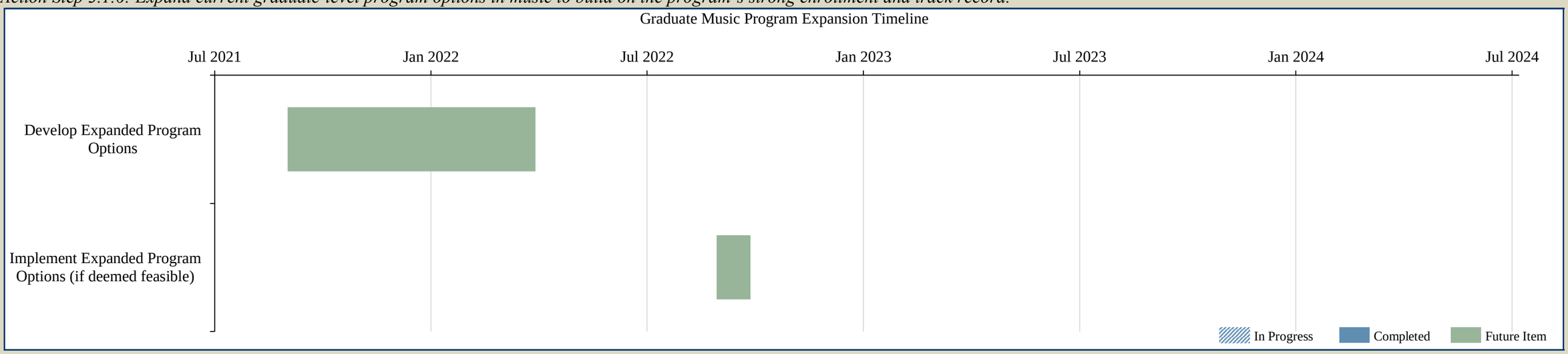


Action Step 3.1.4: Expand Adult Degree Program (ADP) and enrichment learning education options by offering micro-credentials (certificates, badges, CE).

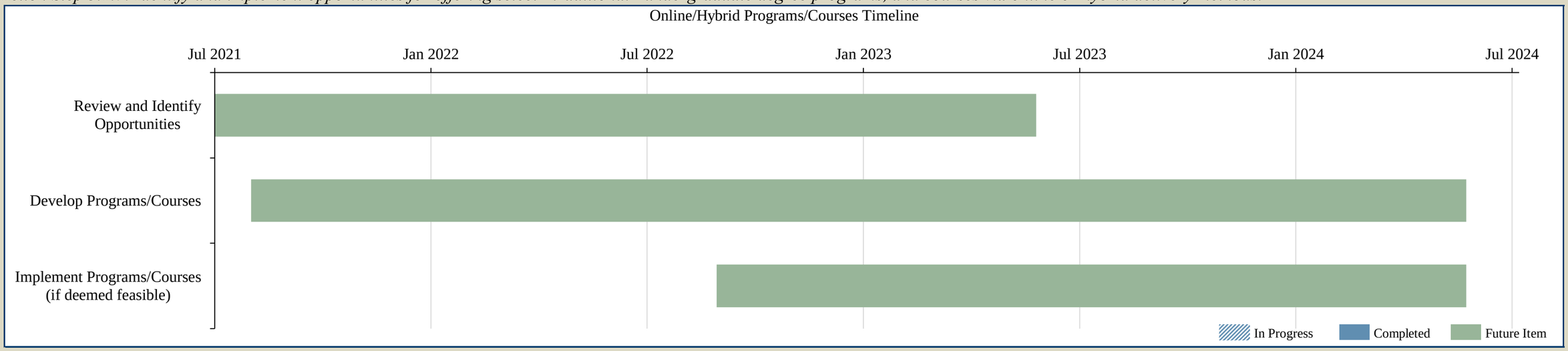
Action Step 3.1.5: Design internal and external accelerated programs in high demand degree programs (for example, internal degree in BS/DPT and external agreements in BS/MS Physician Assistant).



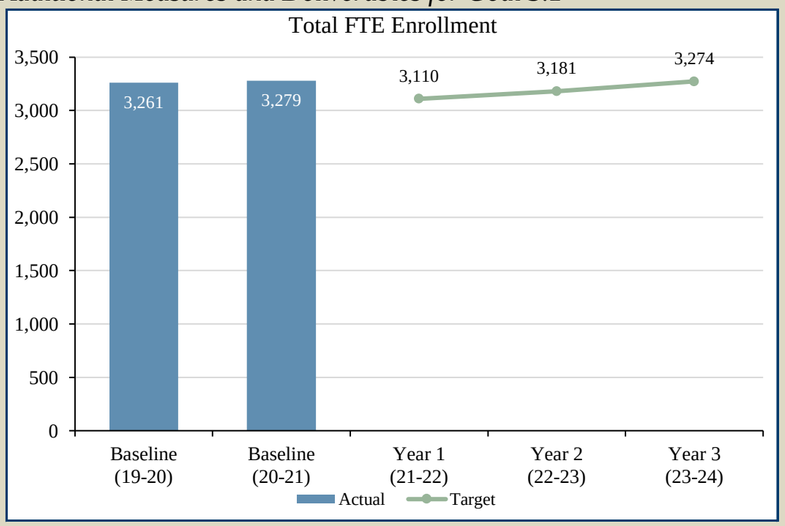
Action Step 3.1.6: Expand current graduate-level program options in music to build on the program's strong enrollment and track record.

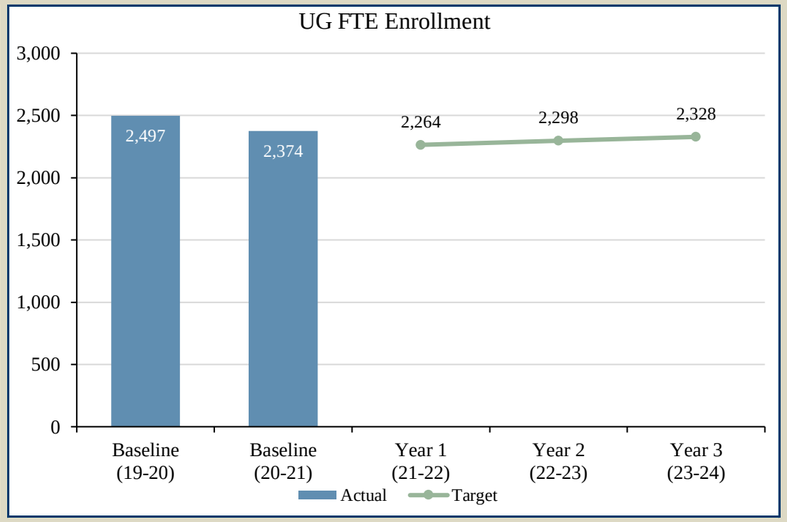


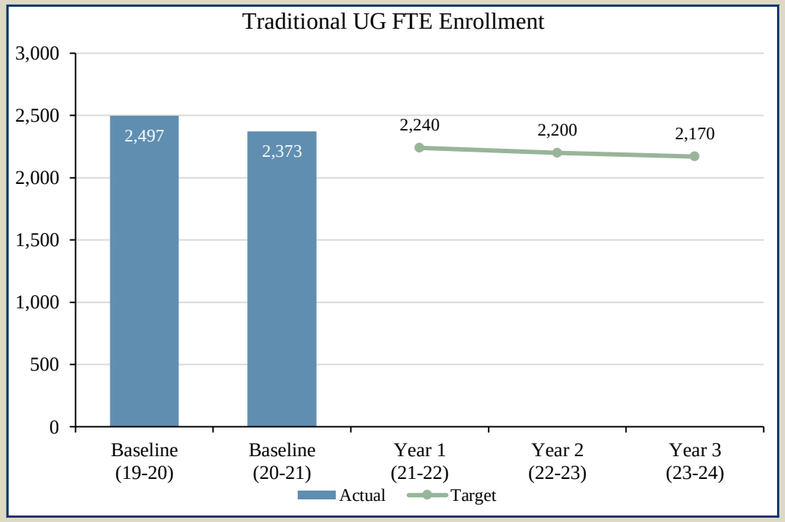
Action Step 3.1.7: Identify and implement opportunities for offering select "traditional" undergraduate degree programs, and courses via online or hybrid delivery methods.

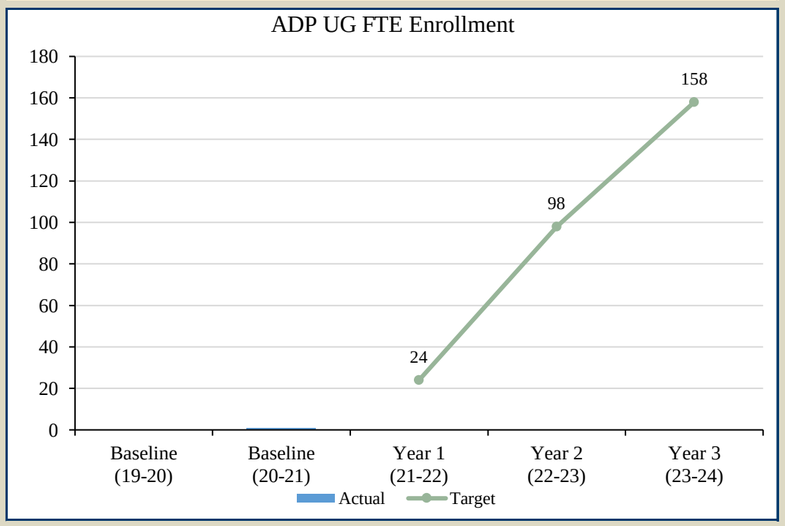


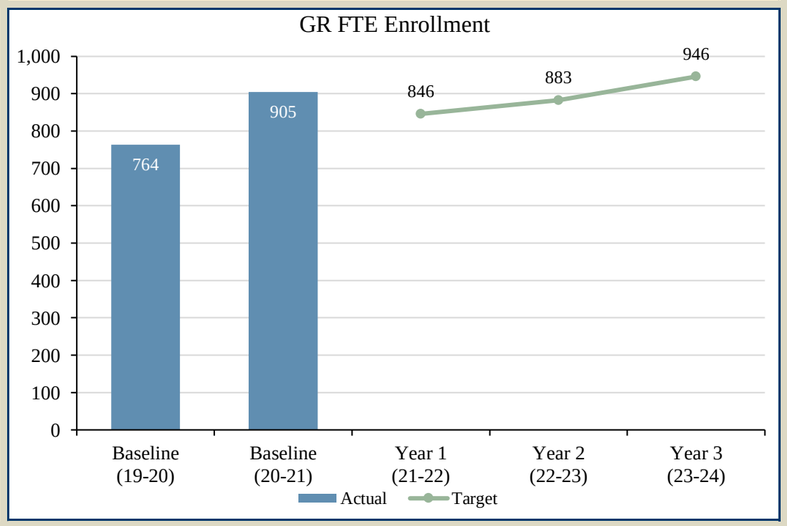
Additional Measures and Deliverables for Goal 3.1

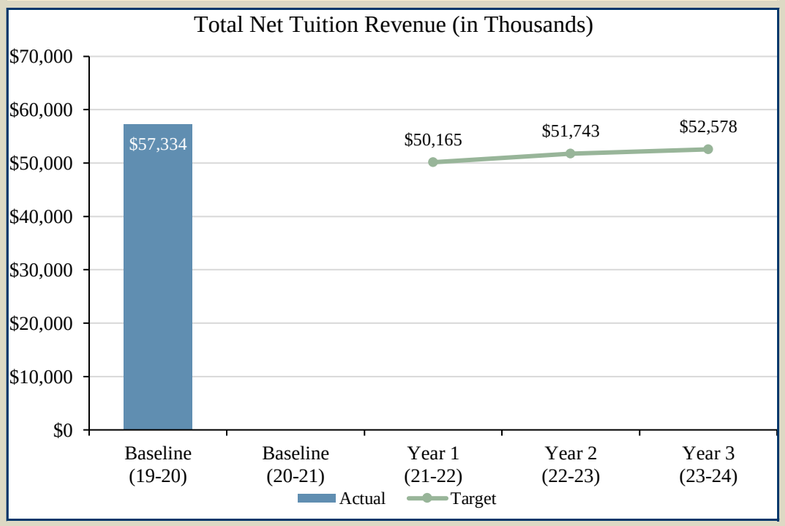


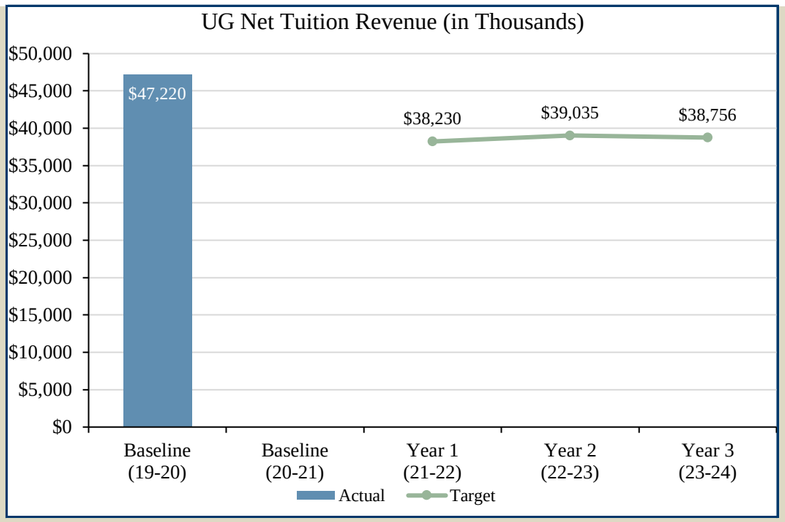


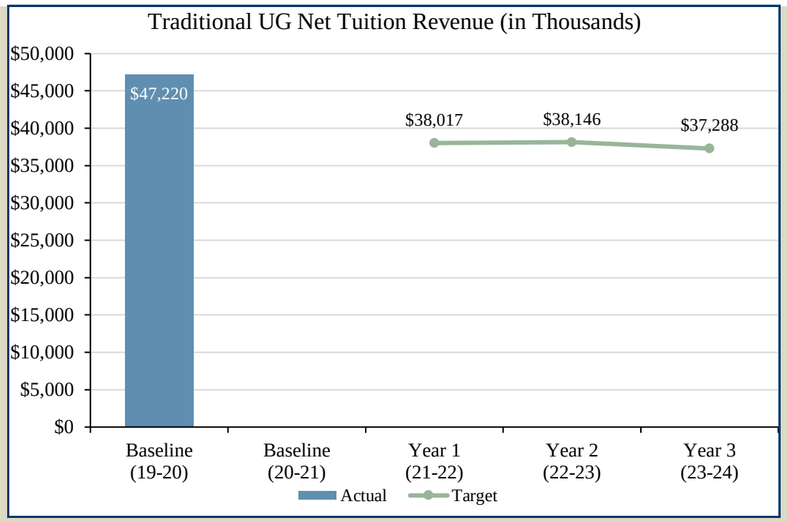


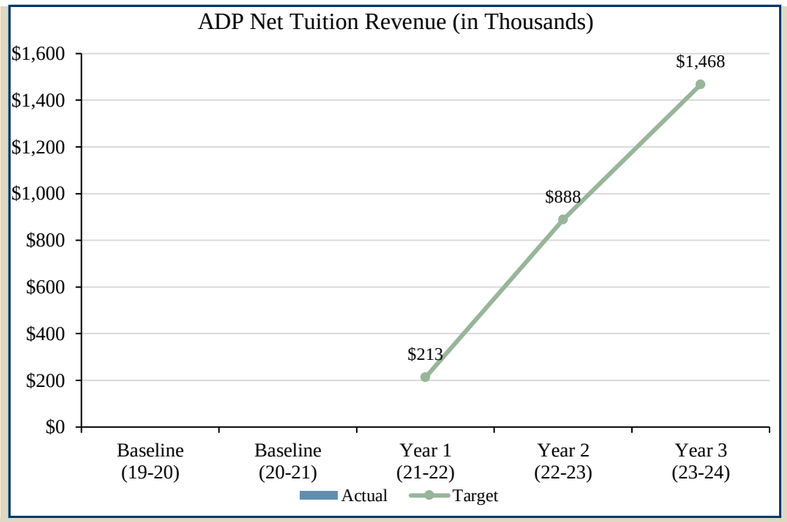


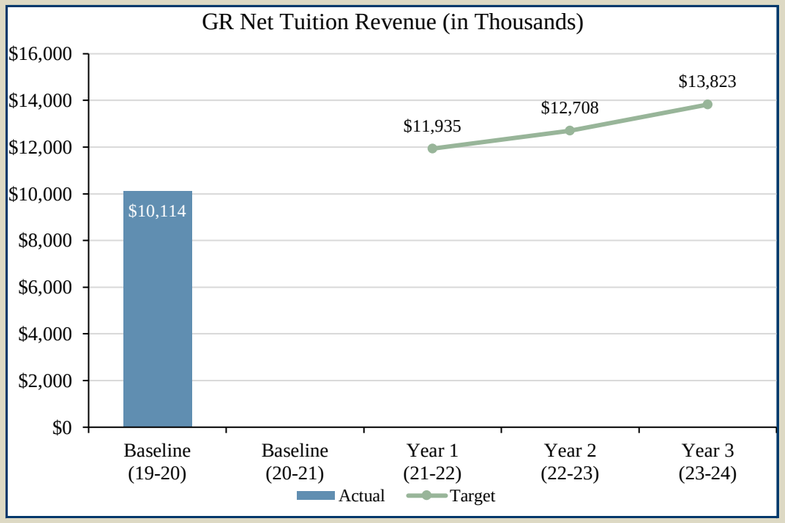





UG Net Tuition Revenue (in Thousands)
$50,000
$45,000
$40,000
$35,000
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$0
$47,220
$38,230
$39,035
$38,756
Baseline (19-20)
Baseline (20-21)
Year 1 (21-22)
Year 2 (22-23)
Year 3 (23-24)
Actual
Target

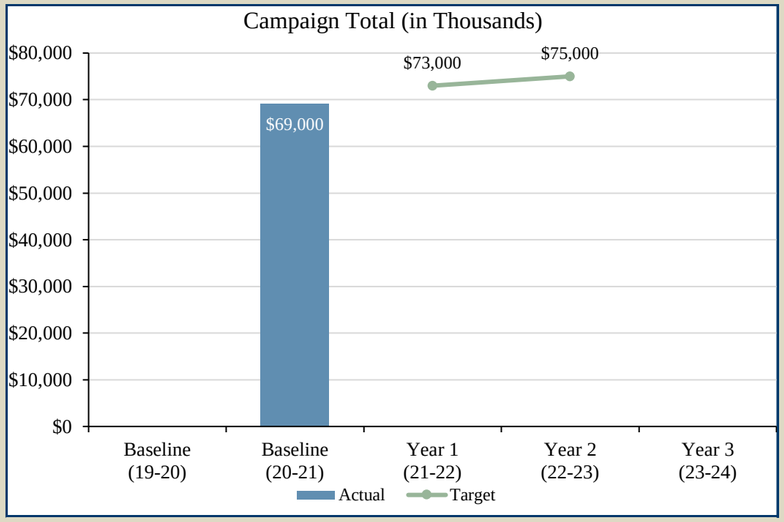

Traditional UG Net Tuition Revenue (in Thousands)
$50,000
$45,000
$40,000
$35,000
$30,000
$25,000
$20,000
$15,000
$10,000
$5,000
$0
$47,220
$38,017
$38,146
$37,288
Baseline (19-20)
Baseline (20-21)
Year 1 (21-22)
Year 2 (22-23)
Year 3 (23-24)
Actual
Target


ADP Net Tuition Revenue (in Thousands)
$1,600
$1,400
$1,200
$1,000
$800
$600
$400
$200
$0
$213
$888
$1,468
Baseline (19-20)
Baseline (20-21)
Year 1 (21-22)
Year 2 (22-23)
Year 3 (23-24)
Actual
Target

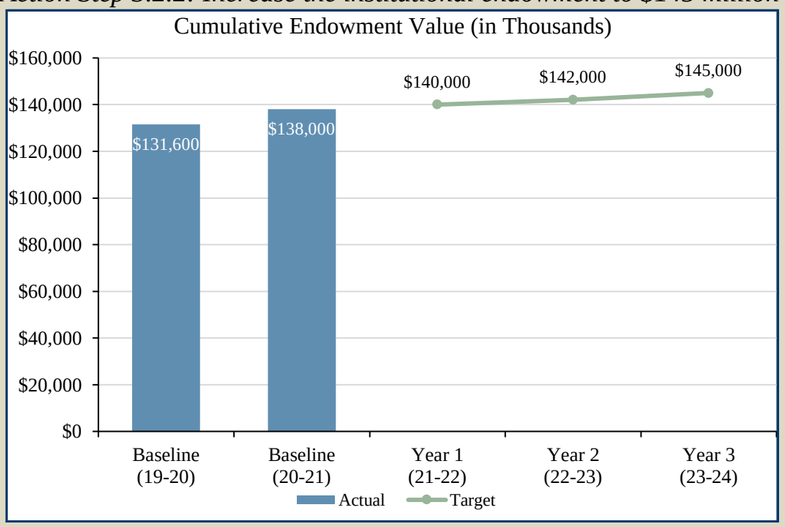

GR Net Tuition Revenue (in Thousands)
$16,000
$14,000
$12,000
$10,000
$8,000
$6,000
$4,000
$2,000
$0
$10,114
$11,935
$12,708
$13,823
Baseline (19-20)
Baseline (20-21)
Year 1 (21-22)
Year 2 (22-23)
Year 3 (23-24)
Actual
Target

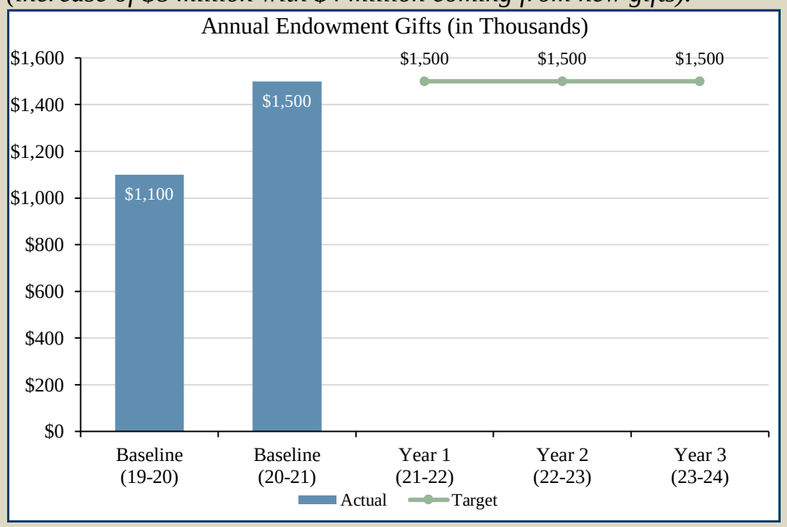
Goal 3.2: Messiah University will steward institutional assets to increase revenue derived from non-tuition sources.

Action Step 3.2.1: Launch the public and final phase of the current $75M comprehensive campaign – Learning for Life, Transforming the World: The Campaign for Messiah University – to be completed in June 2023.

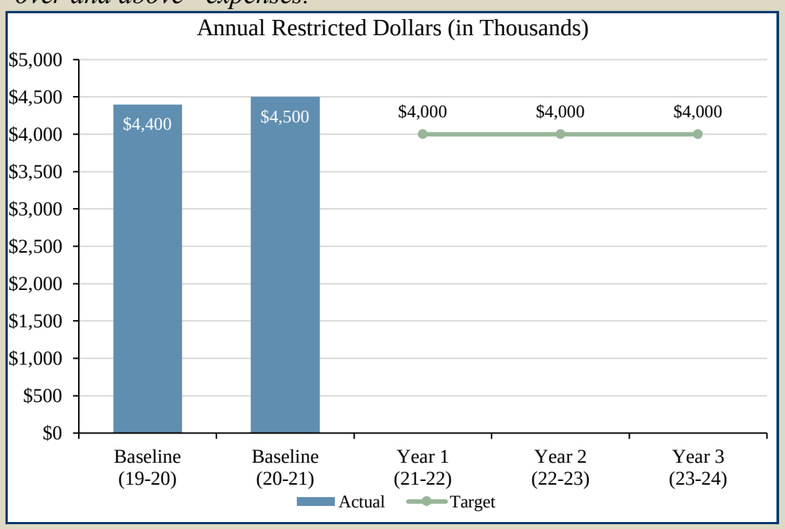


Action Step 3.2.2: Increase the institutional endowment to $145 million (increase of $8 million with $4 million coming from new gifts).

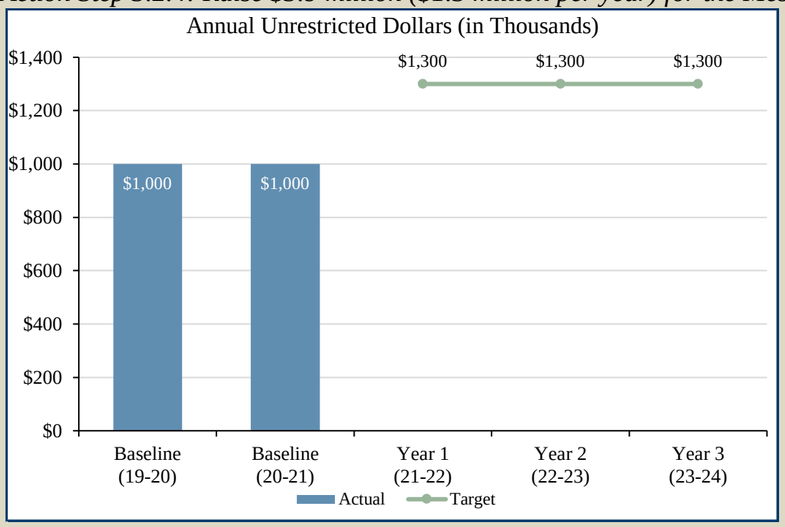




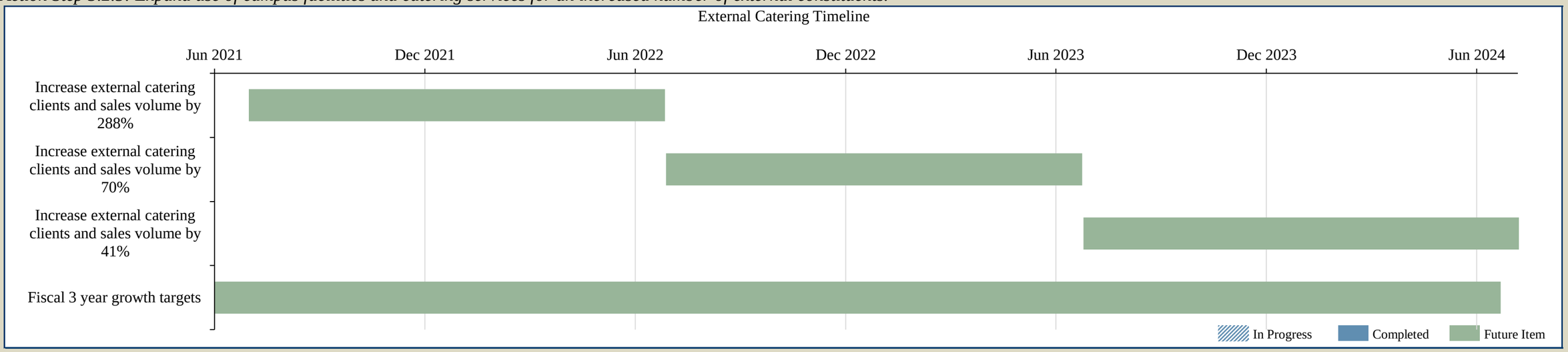
Action Step 3.2.3: Raise $4 million per year or $12 million over three years in annual restricted funds for capital and/or program support, i.e., building projects and/or gifts restricted to a specific program for "over and above" expenses.

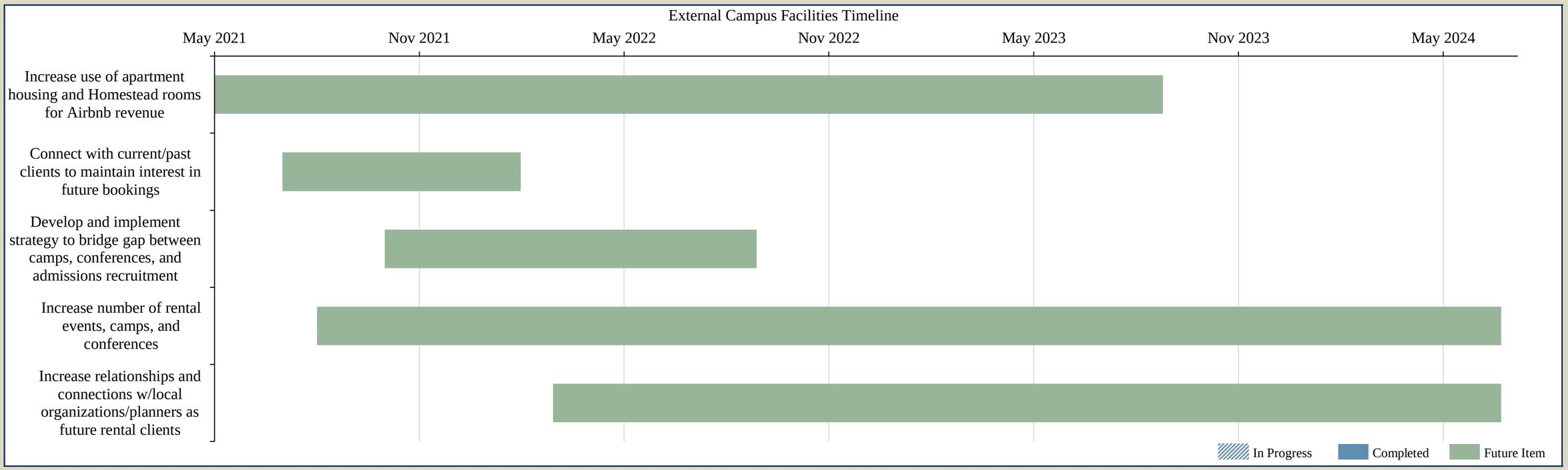


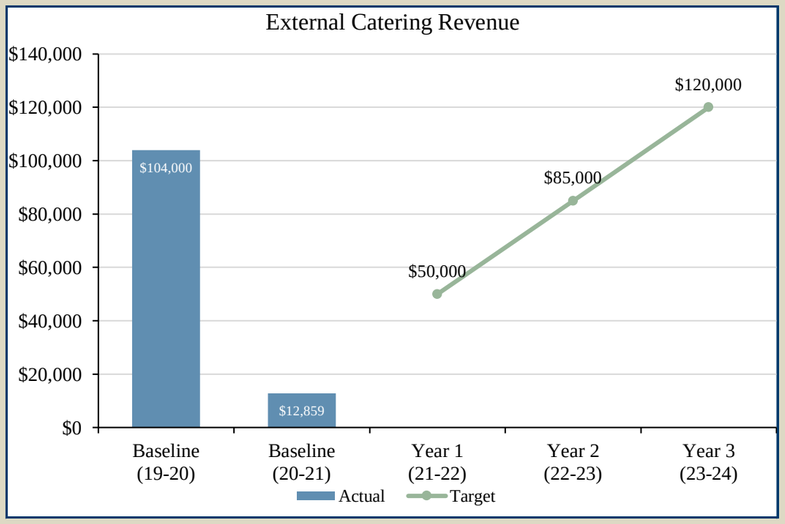
Action Step 3.2.4: Raise $3.9 million ($1.3 million per year) for the Messiah Fund to provide much needed unrestricted support for University operations.

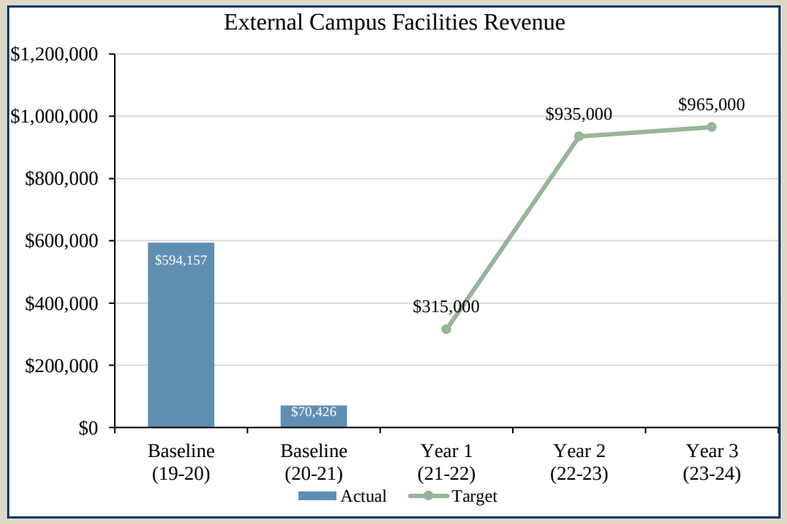


Action Step 3.2.5: Expand use of campus facilities and catering services for an increased number of external constituents.

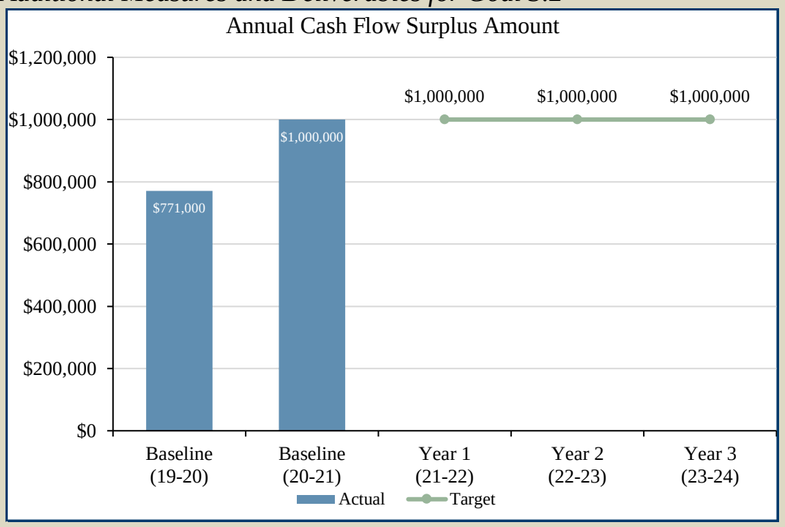








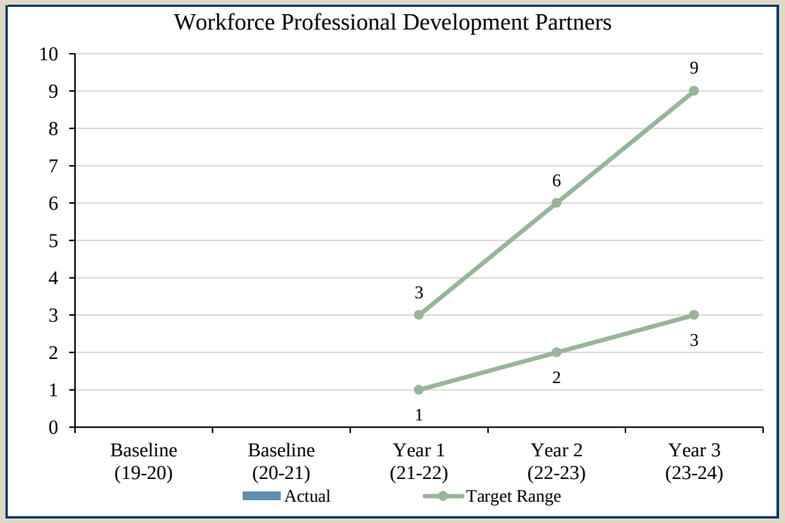
Additional Measures and Deliverables for Goal 3.2



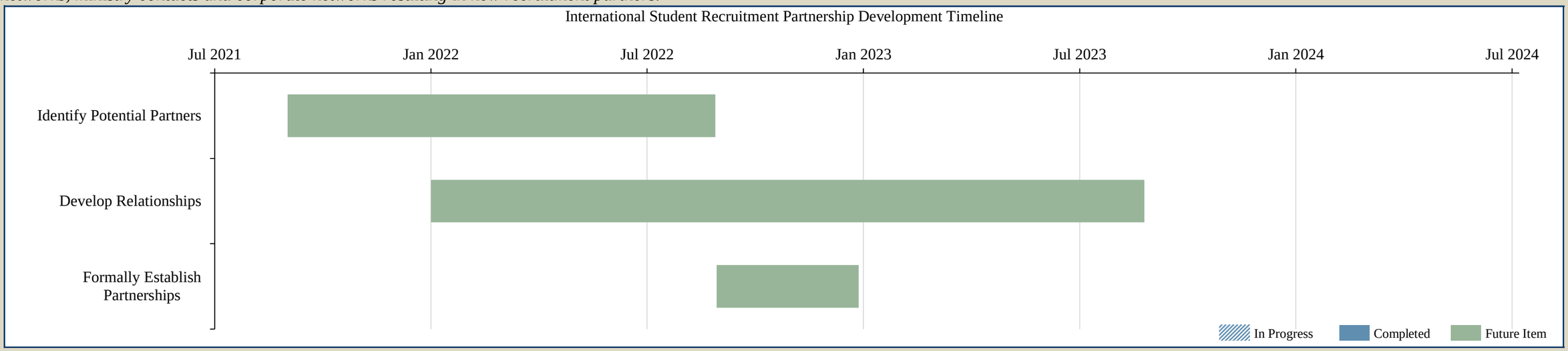
Theme 4: Transformative Connections

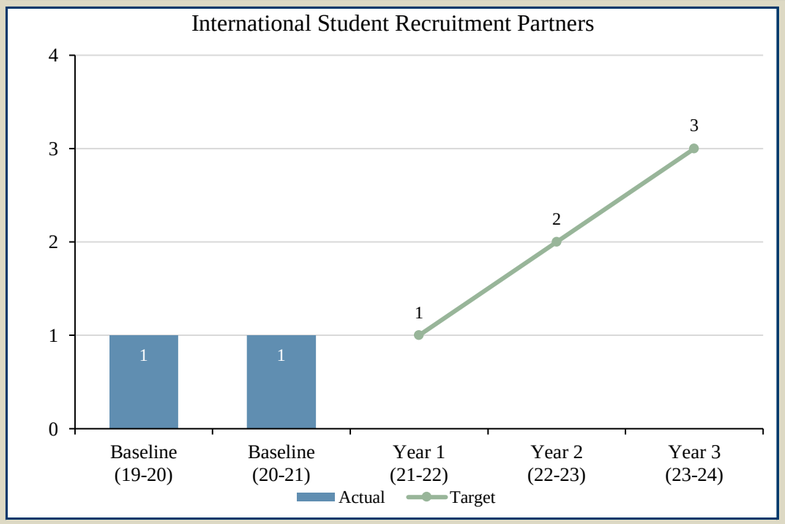
Goal 4.1: Messiah University will establish a new initiative (led by a presidentially-appointed senior level administrator*) that focuses on identifying and developing new strategic partnerships. This initiative will serve as a resource to the entire campus community in evaluating and securing potential new partners.

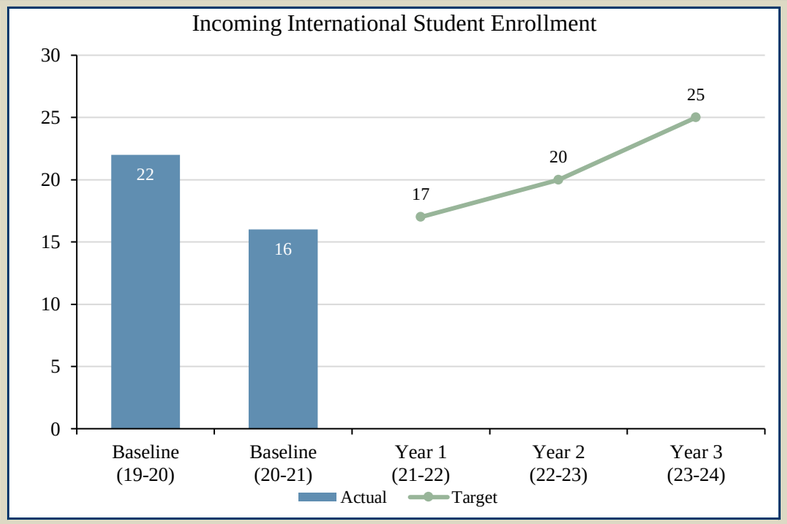
Action Step 4.1.1: Establish a Workforce Professional Development Program. Messiah University will develop new programs or reshape current ones to address the needs of the rapidly changing workforce and the demand for enrichment learning. This program will assist partners in developing and delivering customized programming (certificates, micro-credentials, training, etc.) that exists apart from the traditional educational programming.



Action Step 4.1.2: 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.

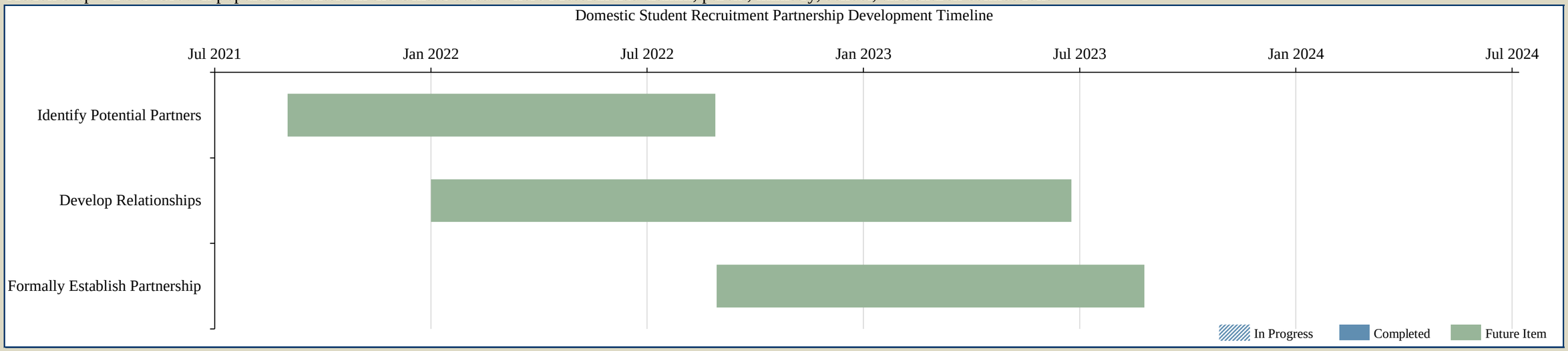


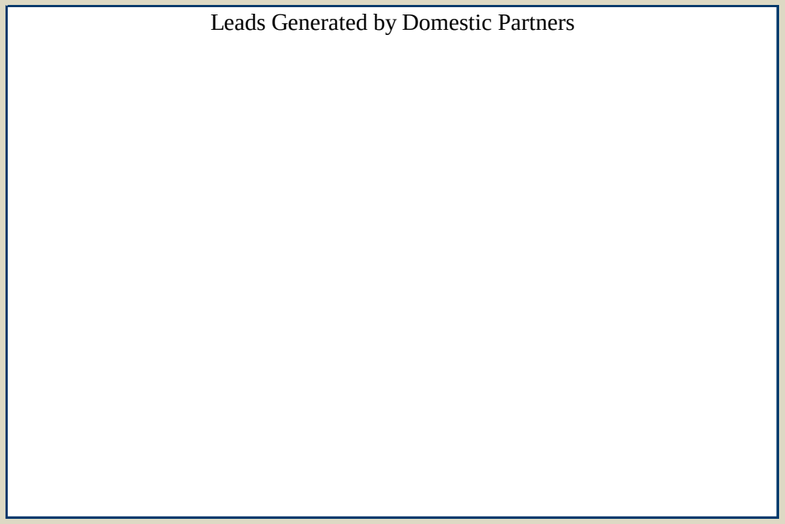




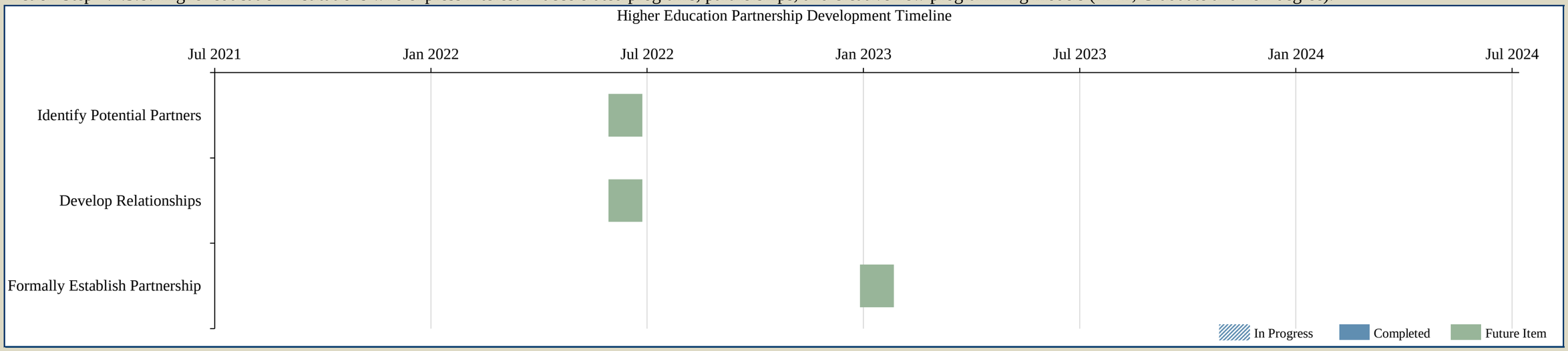
Action Step 4.1.3: Establish New Domestic Student Recruitment Partners by collaborating with the Division of Enrollment Management to establish new partners in regions of the United States where there is a stable high school graduation-rate and/or the overall population is growing. These partners will include:

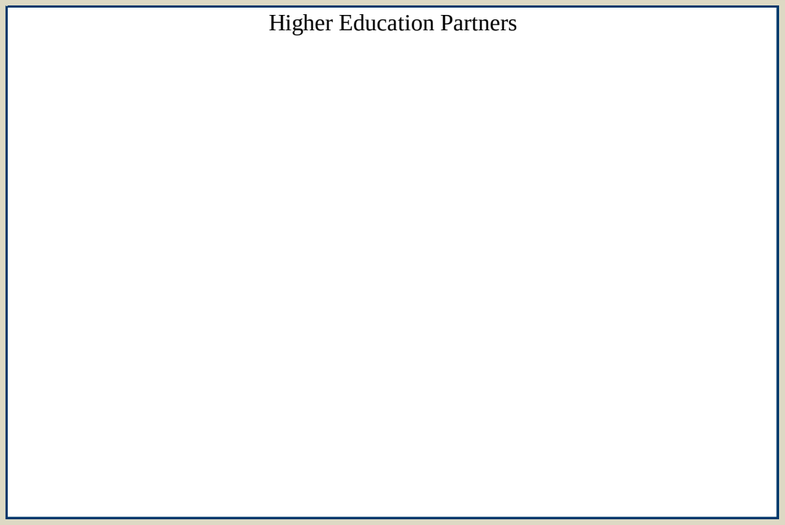
Action Step 4.1.3.a: Growth population centers in the United States where Messiah has alumni, parent, ministry, school, and church connections.



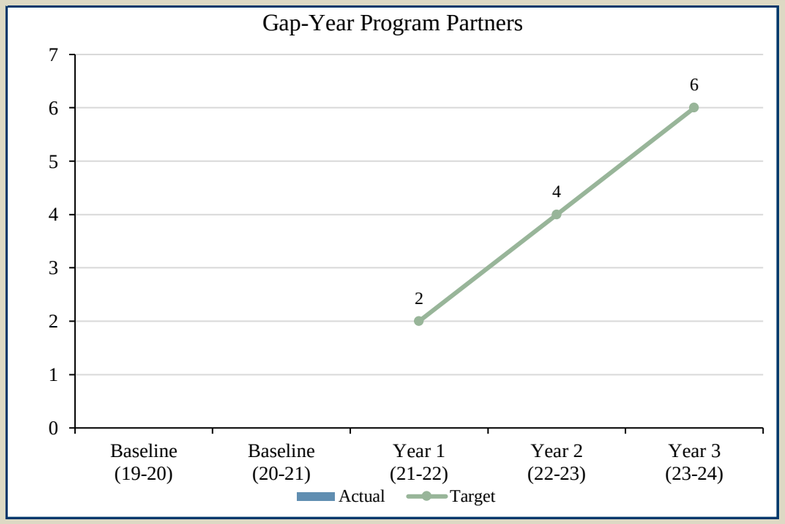


Action Step 4.1.3.b: Higher education institutions who express interest in accelerated programs, partnerships, and creative new programming models (ADP, Graduate and non-degree).





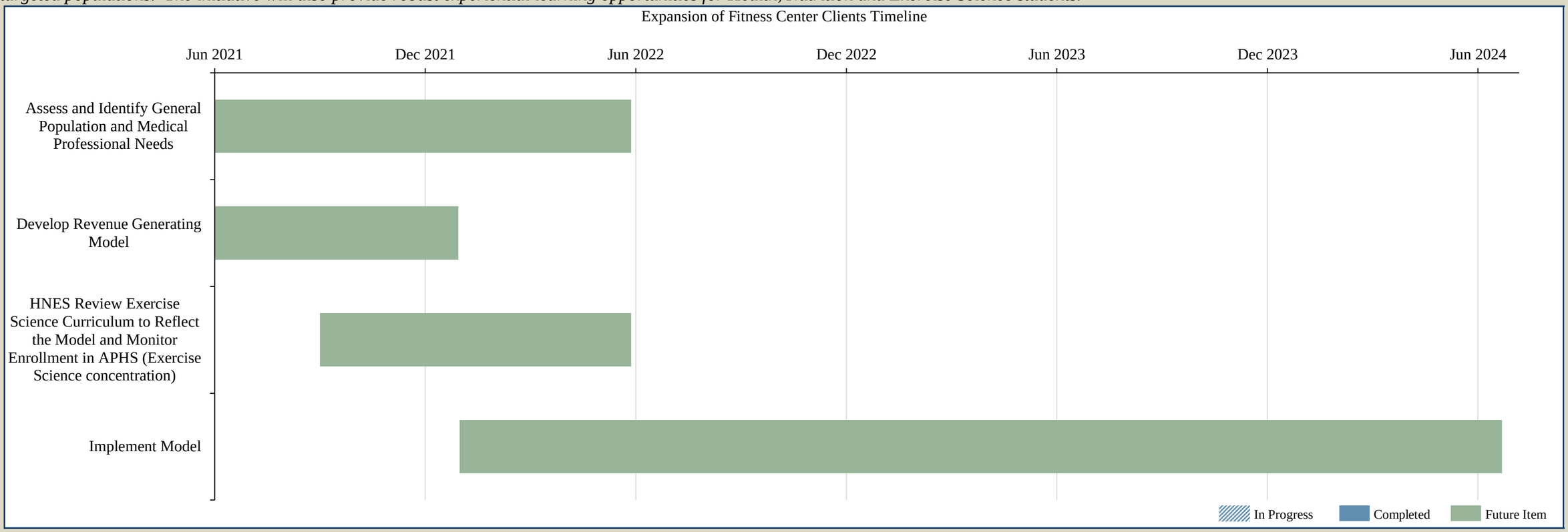
Action Step 4.1.3.c: Formalizing a relationship(s) with a Gap-Year Program for high school students that leads to enrollment at Messiah University.



Action Step 4.1.4: 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.

Business Partners

Action Step 4.1.5: 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.

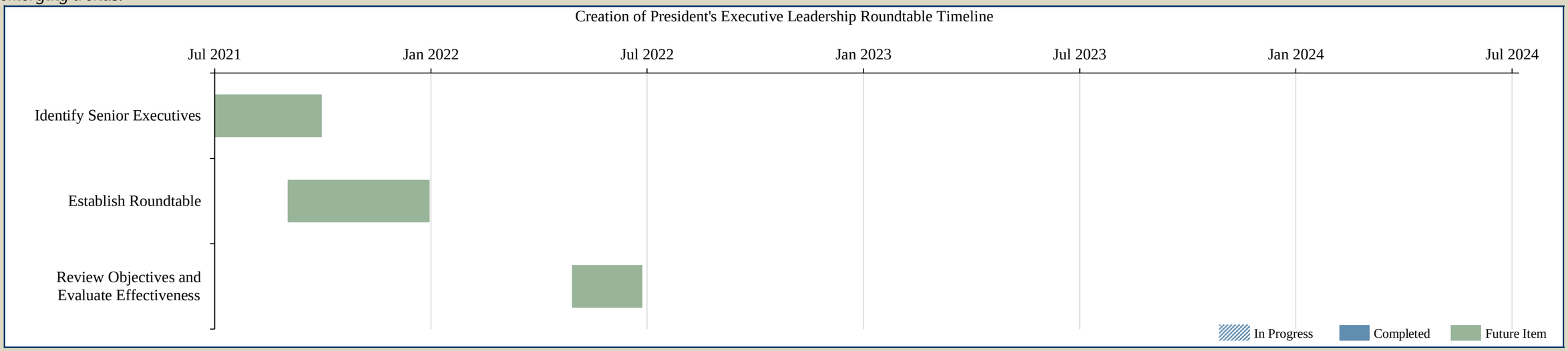
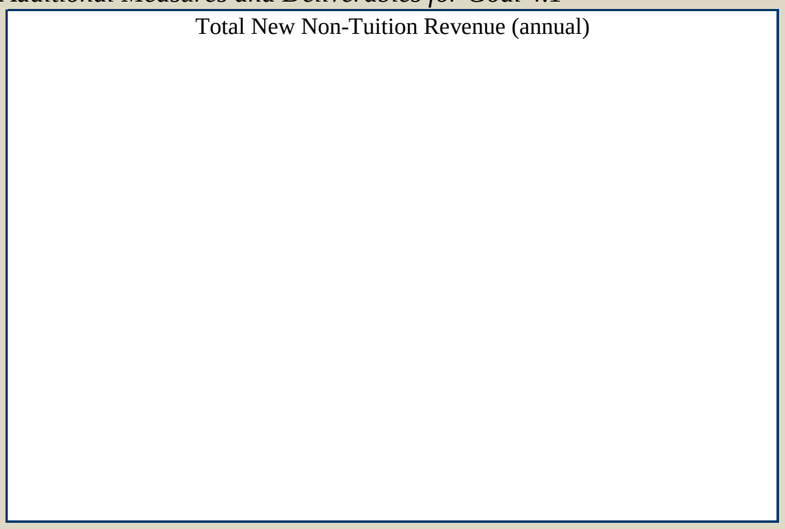


Clients from General Population

Medical Professional Partners

Fitness Center External Revenue

Action Step 4.1.6: 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.



Additional Measures and Deliverables for Goal 4.1