







The Strategic Plan 2021-2022 Annual Report

Missouri Baptist University

Strategic Plan Themes and Goals

 <p>TRANSFORMATIONAL STUDENT EXPERIENCES</p> <ul style="list-style-type: none">Create Inspiring Learning EnvironmentsRetain More StudentsRemove Roadblocks to Student RetentionIntegrate Calling & Vocation Across the Curriculum	 <p>ADVANCING OUR INFLUENCE</p> <ul style="list-style-type: none">Grow EnrollmentExpand GivingGather & Leverage Outcomes DataClarify Identity & Story	 <p>THRIVING FINANCIAL FUTURE</p> <ul style="list-style-type: none">Invest in Comprehensive Student SuccessIncreased Net RevenueOptimize Program & Experience MixBuild & Enhance Strategic Partnerships	 <p>EMPOWERING OUR PEOPLE</p> <ul style="list-style-type: none">Build Leadership CapacityAttract & Retain Great Team MembersPromote a Culture of Care, Belonging, and CommunityTrain & Deploy Human Resources Effectively
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Strategic Plan Creation

In January 2021, MBU hired Tim Fuller, founder of Fuller Higher Education Solutions to provide consulting services to aid us in the creation of a five-year strategic plan and establish structures and procedures to implement the plan. Fuller Higher Education Solutions was established in 2020 as a result of Tim Fuller's passion for and experience with Christian colleges and universities. His 40-year career included 27 years of enrollment service and leadership at Houghton College and 13 years of consulting with Credo Higher Education Consulting. Tim and his team led MBU through the initial stages of the planning process.

In February 2021, the Strategic Planning Committee was formed. The committee consisted of the President's Cabinet members and four additional faculty and staff members. The committee was responsible for conducting an environmental scan and collecting feedback from various stakeholder groups.

Strategic Planning Committee

Name	Title at time of committee assignment
Keith Ross	President
Andy Chambers	Provost
Bryce Chapman	VP for Enrollment, Marketing and University Communications
Ben Lion	VP for Student Development
Oran Woodworth	VP for Business Affairs
Melanie Bishop	AVP for Graduate Affairs
Amber Henry	AVP for Extended Learning
Ashlee Johnson	AVP for University Advancement
Tom Smith	AVP and Director of Athletics
Lydia Thebeau	AVP for Academic Affairs and Accreditation
Kim Cochran	Director of MBU Early College Partnerships, Assistant Professor of Mathematics
Amy Harrison	Director of Higher Education Leadership
Alonzo Medcalf	Assistant Professor of Multimedia Production and Communication
Brittany Sansagraw	Assistant Vice President for Online and Graduate Enrollment Services

In April 2021, faculty, staff, and trustees were invited to participate in “Community Day” led by Fuller Higher Education Solutions. Stakeholders were asked what they would like to see at MBU in the future. They were asked to provide feedback about what is working well at MBU and what could be improved. The feedback was combined into spreadsheets to allow for aggregation, analysis, and theme emergence. The overall themes materialized and theme teams were identified and assigned to determine goals and action items aligned to the overall themes. The theme teams were carefully selected as the Strategic Planning Committee attempted to select a cross-section of staff members for each Theme Team.

Theme teams met throughout the summer as they synthesized the Community Day feedback, analyzing the qualitative feedback, recognizing commonalities, and ultimately identifying the goals and action items for each theme which completed the creation of the Strategic Plan. It was at this time that the work of the Strategic Planning Committee was completed.

Theme Teams

Transformational Experiences	Advancing Our Influence	Thriving Financial Future	Empowering Our People
Andy Chambers - Co-Chair	Bryce Chapman - Co-Chair	Melanie Bishop - Co-Chair	Amber Henry - Co-Chair
Ben Lion - Co-Chair	Ashlee Johnson - Co-Chair	Oran Woodworth - Co-Chair	Amy Harrison - Co-Chair
Lydia Thebeau	Brittany Sansagraw	Jerry Raines	Kim Cochran
Tom Smith	Alonzo Medcalf	Phil Ragusky	Laurie Wallace
Lauren Krebs	Amber Pyatt	Pam Savage	Stephanie Baumann
Lisa Woodman	Adam Samson	Jason Burianek	Megan Wilson
Deno Merrick	Terri Adams	Taira Schertz	Whitney Nolan
Jordan Cox	Paul Gilliam	Elizabeth Poeling	Michael Myers
Matt Bardowell	Jenny Sinamon	Abby Kassebaum	Robin Murray
Andrea Cox		Heather Brase	Sara Marie Gibbs
Auburn Ard			
Michael Nolan			
Alicia Noddings			

Strategic Plan Implementation Phase

As we moved into the implementation phase in the fall of 2021, Dr. Ross established the Strategic Planning Empowerment team with the charge of ensuring the plan's implementation over the next five years. The team includes Bryce Chapman, Ashlee Johnson, Oran Woodworth, and is led by Melanie Bishop. The Empowerment Team met weekly during the fall to determine the implementation path toward the successful execution of the plan. With guidance from Fuller Higher Education Solutions and by analyzing other universities' plans and implementation processes, the Empowerment Team decided that key performance indicators for each action item would be created and one point person on campus would be assigned to each initiative for accountability and execution purposes. The Empowerment Team also realized the importance of providing training for those who would be held accountable for the action items in the plan. Action item stewards were identified in spring 2022 and training was provided to ensure each steward understood his/her responsibilities. The stewards were also trained on how to write key performance indicators, including leading and lagging indicators that would demonstrate levels of progress toward the action items and goals.

A strategic planning page was created on the MBU website - <https://www.mobap.edu/strategic-plan/>. Supplemental materials were generated to support the MBU community through the strategic planning implementation phase and these materials were added as links at the bottom of the website page. The supplemental materials include the annual planning cycle, the budget calendar, strategic and operational documents, long-range planning, and a glossary.

One of the goals of the Empowerment Team was to utilize existing MBU resources to track and communicate the progress of the plan's implementation. Melanie Bishop worked closely with our IT provider, Collegis, to create a Sharepoint site using our Microsoft suite of products to which all staff members have access. The site launched in August 2022 and was presented to the faculty and staff during our fall staff and in-service meetings.

The site is password protected and all MBU staff members have continual access to the site where action item stewards provide periodic updates on the progress of the action items and an assessment of the key performance indicators. Each theme's action item stewards meet three times each year to provide updates and progress with the Empowerment Team. These meetings will continue throughout the implementation phase.

Executive Summary

In November 2021, the Missouri Baptist University Board of Trustees approved the five-year strategic plan. The plan is centered on the MBU vision to become widely known as a model Christian liberal arts university that is exceptional at integrating faith and learning. This is an ambitious plan focused on four themes that reflect the primary areas of challenge and opportunity for MBU. These themes were developed through a significant investigation involving faculty, staff, and trustee input.

Theme 1	Transformational Student Experiences
Theme 2	Advancing Our Influence
Theme 3	Thriving Financial Future
Theme 4	Empowering Our People

The university prioritized a limited number of strategic plan goals for the first year of implementation. This allowed us to focus our attention on a few, high-impact areas of the plan. While work was done on many of the goals and action items, the following goals were given the highest priority and attention:

- Remove Roadblocks to Student Retention
- Grow Enrollment
- Expand Giving
- Clarify Identify & Story
- Build & Enhance Strategic Partnerships

For the 22-23 school year, MBU plans to prioritize and/or build on the following goals:

- Integrate Calling and Vocation Across the Curriculum
- Grow Enrollment
- Expand Giving
- Clarify Identify & Story
- Invest in Comprehensive Student Success
- Train & Deploy Human Resources Effectively

2021-2022 Highlights

In the first year of plan creation and implementation, the university has maintained its focus on the priorities outlined in the strategic plan. Some of the many accomplishments experienced in the first year are noted below:

Accomplishments

- MBU enrolled the largest freshman class in its history, welcoming 300 Freshmen students in Fall 2022.
- The University's new Accelerated Bachelor of Science in Nursing program reached capacity, doubling initial projections for the June 1, 2022 start date.
- The Aesthetics and Hospitality Committee studied and reviewed the outdoor area where the modular buildings were located and suggested recommendations for landscape design and improvements that enhanced the aesthetics of the campus and the broader student experience.
- A campus landscape and annual planting plan were created that enhances all campus spaces and connections with healthy, well-located, and well-maintained annual/perennial flowers as well as other foliage that reflects MBU's commitment to a beautiful environment.
- A payment plan solution that allows students to electronically sign up for and manage outstanding balances was researched and implemented.
- A team was established to determine the obstacles to students being able to electronically enroll in classes. Obstacles are being identified and plans and processes are being discussed to allow students to electronically register for classes.
- The total number of internships posted on the career services platform and student internship applications increased by 50%.
- Alumni mentorships with the main campus, online and RLC students increased.
- A process was developed for University employees to create hospitable experiences and they have been made accessible on the University portal. The Aesthetics Committee in collaboration with campus operations helps guide and support departments in hosting events and offers suggestions for ensuring a hospitable environment through signage and greeters.

Accomplishments Cont.

- A centralized strategy was created for both church engagement and corporate/community relations.
- The number of corporate and organizational partnerships has increased by more than 20%.
- An outside consultant was hired to launch a capital campaign feasibility study to gauge donor interest and commitment, determine potential campaign leaders, develop a gift range chart and establish the total campaign fundraising goal.
- A University-wide value proposition grid is being created through the annual review process.
- MBU entered into an agreement with a marketing agency to conduct market research and aid in competitive analysis and marketing for current and future opportunities.
- Survey results from IT service feedback, both at the help desk and local IT staff reached the goal level.
- The amount of time to assist a student with a technology need improved as evidenced by a 78% first call resolution indicator.
- Key MBU leaders and faculty collaborated to identify healthcare and education-related entities to establish ten additional signed MOUs to drive online and graduate enrollment.
- The University Advancement team identified and met with three key employers per month to build University-wide partnerships, notably Chick-Fil-A.

The strategic plan contains 78 key performance indicators that measure progress toward the 16 goals and 4 themes. The progress toward each KPI is organized in a four-tier measurement system. Green indicates completion or excellent progress; yellow indicates satisfactory progress to date; red indicates slow progress or a delay, and gray indicates KPIs that will be implemented later in the course of the plan. As of August 2022, 74% of the key performance indicators identified as a high priority this year in the strategic plan have excellent or satisfactory progress.

Overall, the university reached excellent or satisfactory progress on 51% of all key performance indicators which is worth celebrating because we are in the early stages of implementation of the plan. This report identifies areas worth commending due to the early stage of implementation; however, subsequent reports will include areas that will require continued efforts to ensure long-term success.

This first year of planning and implementation has required time, effort, and continual reassessment. It is important to remember that strategic planning is an ongoing process, not a one-time event. Organizations with successful strategies can create one, forward-focused vision that touches every employee and serves as an actionable way to reach our goals. By communicating how and why those goals were chosen, and what staff members can do to help reach them, MBU can create an increased sense of ownership throughout the institution as we strive to reach our goals in the strategic plan.