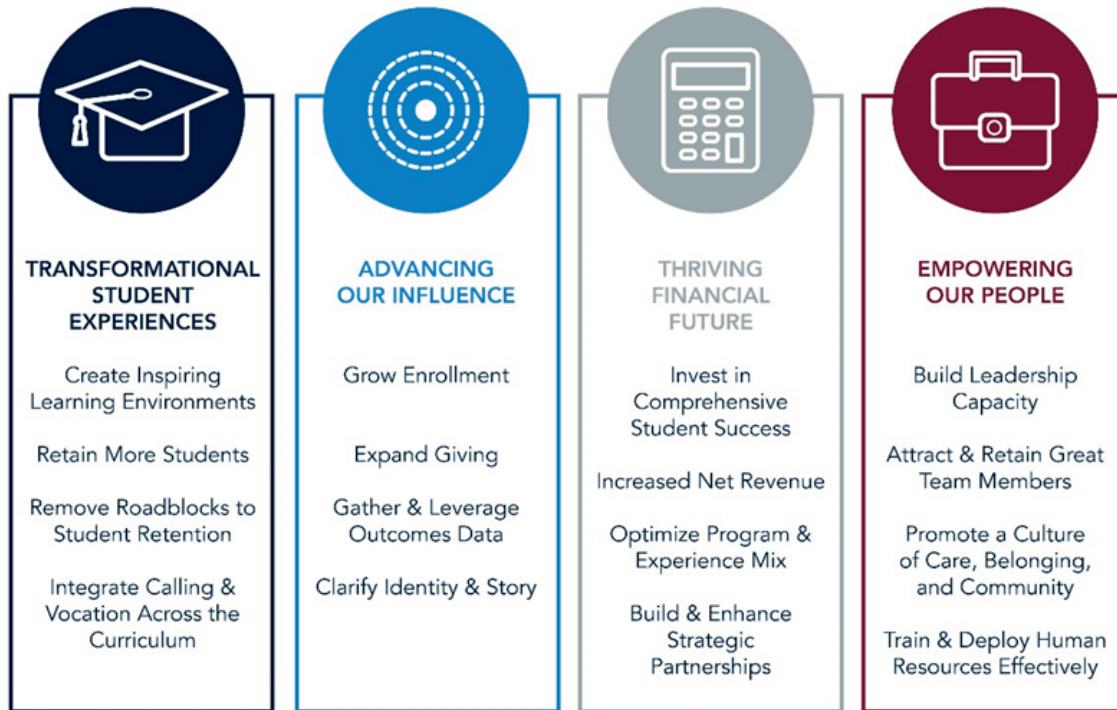




# **The Strategic Plan 2022-2023 Annual Report**

**Missouri Baptist University**

# Strategic Plan Themes and Goals



## VISION

MBU will become widely known as a model Christian liberal arts university that is exceptional at integrating faith and learning.

# Executive Summary

There has been significant progress toward the vision of our strategic plan during the 22/23 academic year. The plan is centered on the vision that MBU will 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 second 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:

- **Integrate Calling and Vocation Across the Curriculum**
- **Grow Enrollment**
- Optimize Program and Experience Mix
- Build & Enhance Strategic Partnerships
- **Build Leadership Capacity**

For the 23-24 school year, MBU plans to prioritize and/or build on the following goals:

- **Remove Roadblocks to Student Retention**
- **Clarify Identity & Story**
- Invest in Comprehensive Student Success
- **Train & Deploy Human Resources Effectively**

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 during the plan.

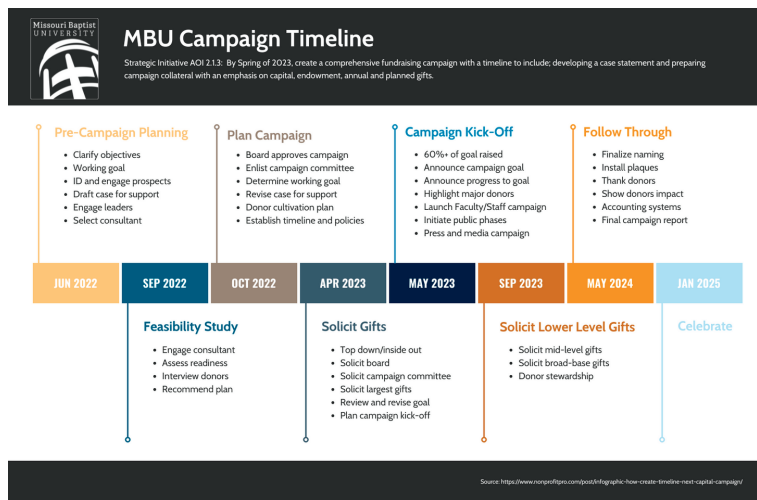
As of August 2023, the university reached excellent or satisfactory progress on 81% of all key performance indicators which is worth celebrating. This report identifies areas worth commending while in the middle stage of implementation. The President's Cabinet will assess and update KPI's in Fall of 2023.

# 2022-2023 Highlights

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

## Accomplishments

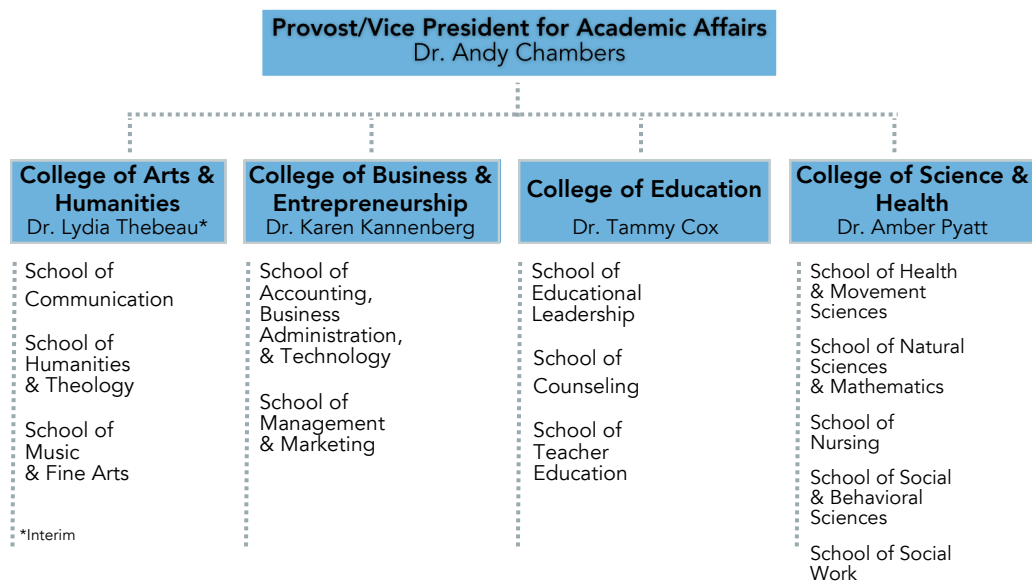
- A process was developed for University employees to create hospitable experiences through the support of resources available on our website.
- The number of corporate and organizational partnerships has increased to 53 Memorandum Of Understanding agreements, 12 educator-saving program partnerships, and 4 healthcare agreements. A primary purpose of these partnerships is to expand enrollment pipelines.
- MBU launched a new \$ 12 million capital and endowment campaign.



- A prominent family foundation made a \$1.2 million gift designated for the construction of the new academic building.
- A University-wide value proposition grid was implemented through the annual review process.
- MBU's agreement with marketing agency Kanahoma has resulted in double the number of leads and an increase in enrollment, particularly at the graduate level.
- Kanahoma has provided valuable data and insight related to potential growth, recommending MBU focus on graduate nursing, social work, and counseling programs.
- A campus usage map was created to record and gather data from locations across campus to be used by leaders to determine space usage.
- The faith and learning committee created an instructive template and presented it at faculty meetings to support faculty in the integration of faith in the classroom.

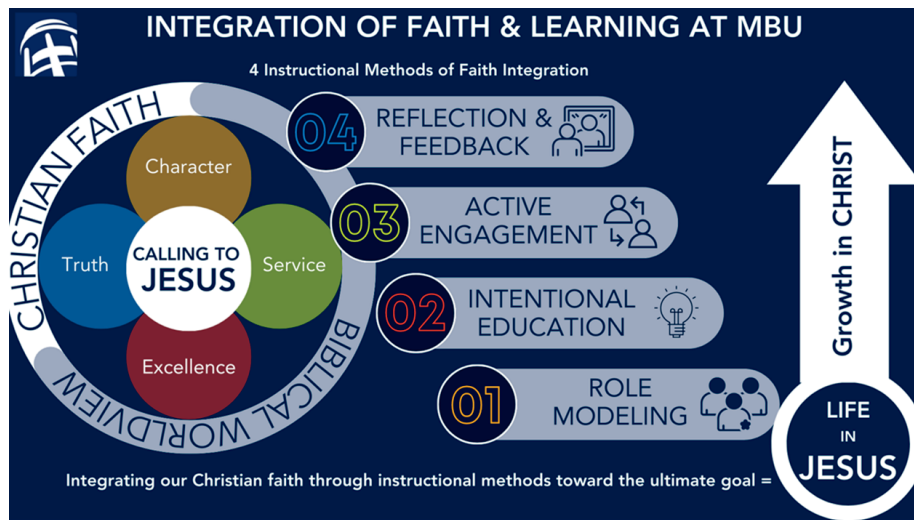
- Online tools and processes were created for employees to collect feedback from campus visitors from post-event surveys to help us improve the campus experience.
- The Customer Service Task Force and Aesthetics & Hospitality Committee hosted a summer series on hospitality and professional development designed to support staff in customer service.

- An academic reorganization was implemented to maximize collaboration and remove roadblocks to the growth and viability of academic programs. There are now 4 colleges and schools within the colleges.



- Increased involvement in the new employee mentorship and orientation program.
- Increased professional development funding was allocated to send eight faculty to the International Alliance for Christian Education conference.
- A preliminary architectural design has been completed for the proposed new academic building.
- Student Development has collected and is reviewing assessment data to measure the overall student experience and satisfaction in relation to stated goals and student outcomes.
- The Records office has created audits for undergraduate and graduate programs and students now have the choice to register themselves or have an advisor register them.
- Student Development will begin using Accuplacer data and feedback from faculty to create educational interventions for students.
- The Keynote curriculum utilized in the freshman orientation course has been examined and is being rewritten to more fully integrate and introduce freshmen and transfer students to a biblical worldview and Christian liberal arts tradition.
- Significant growth in the number of internships. Approximately 6,000 internships have been posted on Handshake and 166 intern applications submitted.

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  - Faculty meetings now include a devotional component and a “Five Minutes on Faith & Learning.”
  - The NetVue grant continues to be implemented. Dr. Bill Klein spoke at In-Service and Chapel and 100 employees participated in reading groups as we read together Klein’s book *What is my Calling?*
  - We have 37 total church-giving partnerships resulting in a 37% increase in giving from last year.
  - Engaged with 385 alums through Spartan Preview Day, campus visits, alumni/student mentorships, Spring Career Week, Spartan Start, the Southern Baptist Convention Annual Meeting, and alumni night at the Magic House, exceeding the yearly goal of 360.
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- 68 alumni made a gift to the University for a total of \$75,453.
  - An alumni donor made a \$1 million blended gift to MBU through their estate plan to benefit the next capital and endowment campaign.
  - A new development officer was hired to expand the University’s fundraising efforts.
  - A comprehensive audit was conducted of the regional learning centers resulting in the closing of four of the sites that were experiencing significant declines in enrollment.
  - Improvements in the Net Promoter Score indicate increased user satisfaction in technology support.
- The University updated the Parental Leave Policy to reflect paid leave for new parents.