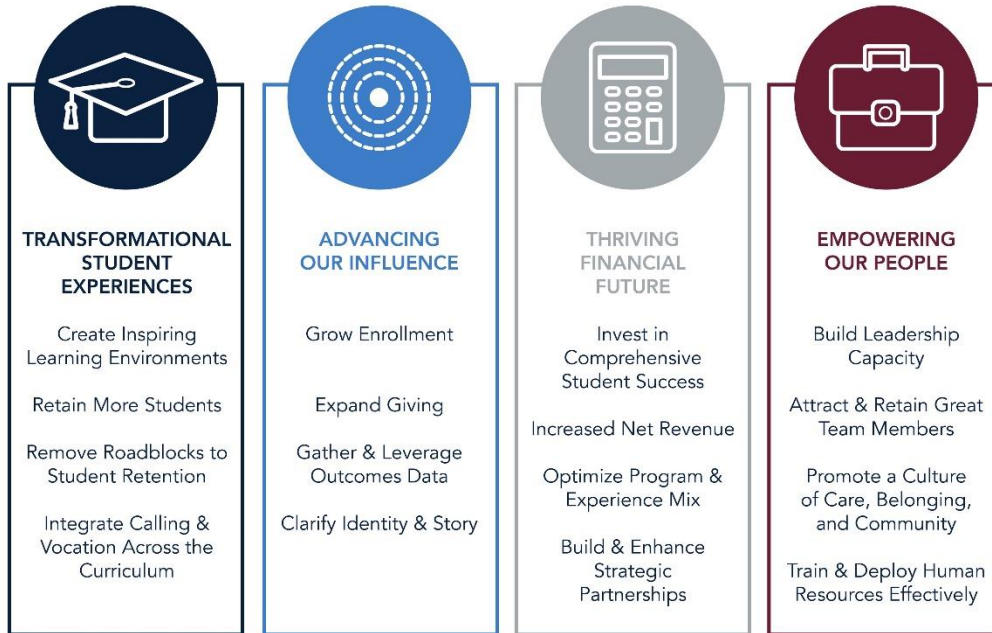




The Strategic Plan  
2023-2024 Annual Report

Missouri Baptist University

# Strategic Plan Themes and Goals



# Executive Summary

During the 2023-2024 academic year, Missouri Baptist University has made substantial progress in advancing our strategic plan. Our vision to be a model Christian liberal arts university, renowned for integrating faith and learning, continues to guide our efforts. This year's focus has been on the same four themes that have directed our journey:

Theme 1: Transformational Student Experiences

Theme 2: Advancing Our Influence

Theme 3: Thriving Financial Future

Theme 4: Empowering Our People

Priority Goals for 2023-2024:

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

Our strategic plan encompasses 93 key performance indicators (KPIs) across 16 goals. These KPIs are monitored using a four-tier system: green (excellent progress/completed), yellow (satisfactory progress), red (slow progress/delayed), and gray (yet to be implemented). As of August 2024, MBU has achieved excellent or satisfactory progress on 89% of all KPIs, marking a significant achievement.

With the help of the Office of Institutional Research, a new implementation tracking system was created that allows for easy updating and monitoring and includes a dashboard that has enhanced our data visualization. This system will be revealed and explained to all faculty and staff in August. To foster a sense of connection to university-wide goals and provide transparency, this platform is accessible to all employees.

## **2023-2024 Highlights**

In the third year of our strategic plan implementation, MBU has continued to prioritize high-impact areas. Below are some of the key accomplishments and initiatives from this academic year:

### *Transformational Student Experiences*

- Established robust living and learning environments that inspire, enlighten and empower students to be their best as evidenced by student satisfaction results from the Noel Levitz survey at or above the national average for bottom-line indicators.
- Cultivated a vibrant student experience that enhances a sense of community and affinity for the University as evidenced by:
  - Increased graduate retention rates - 81% for spring 2024
  - Evaluated policies and procedures related to accessibility and operation hours that allow students to utilize physical campus resources.
- Enhanced support systems and structures that respond to the students' emerging intellectual, spiritual, physical, and social needs as evidenced by implementing a comprehensive student success management software - Spartan Connect.
- Developed and expanded exceptional student internship, mentorship, and experiential learning to help students determine and pursue God's calling on their lives as evidenced by the expansion of the MBU Student/Alumni Mentorship program and by curricular revisions to include internships in all undergraduate Business programs.

### *Advancing Our Influence*

- Forward progress on the development and execution of a strategic enrollment plan that significantly grows undergraduate main campus, graduate and online enrollment as evidenced by:
  - Increased number of traditional undergraduate inquiries who visit the main campus.
  - Expanded the number of corporate and organizational partnerships. These partnerships provided new students and the Preferred Christian Schools Scholarship partnership was established and resulted in 35 additional Freshman students enrolling at MBU.
  - Launched a new marketing campaign that has doubled the reach and engagement on social media platforms, contributing to a 15% increase in prospective student inquiries.
- Established and cultivated mutually beneficial partnerships to develop enrollment pipelines as evidenced by 26 corporate partnerships that generated 98 new students with the following new partners: Special School District, Chick fil A (Ellisville, Edwardsville, Creve Coeur, Maryland Heights), Fort Zumwalt Schools, Mercy, St .Dominic High School and more.
- Progress on the comprehensive fundraising campaign that increases endowment and annual giving, funds capital improvements and promotes planned giving among

alumni and others as evidenced by the public launch of the “Together We Shine” Capital and Endowment Campaign. This past year, MBU raised over \$5 million for the new academic building.

- Expanded strategic thought leadership to position MBU as a leading voice of Christian higher education in the Midwest through outlets as evidenced by the launch of the MBU-sponsored International Alliance for Christian Education Integration podcast.

### *Thriving Financial Future*

- Improved financial planning and analysis to secure long-term fiscal discipline and sustainability as evidenced by a strong IPED Composite Score of 2.97 and budgeted for a healthy surplus for 24/25.
- Identified and launched new academic programs that meet the demands of the marketplace and complement MBU’s mission as evidenced by a new partnership with John Brown University for new MBA concentration areas in Data Analytics and Cybersecurity, a relaunch of the RN-BSN, an expansion of the ABSN, and an Ed.D. designed for students who have not completed their dissertation.
- As noted in the Advancing Our Influence review, the expansion of strategic partnerships has resulted in increased enrollment which positively impacted annual revenue.
- The launch of the “Together We Shine” campaign has served as an effective platform for engaging current and prospective partners as the advancement team has successfully met with four businesses/ministries, securing gifts from three of them with a fourth prospect and two families are establishing endowed scholarships through the campaign.
- As the University transitions from the regional learning center model, MBU sold the Troy/Wentzville site.

### *Empowering Our People*

- Initiatives for supporting, training, and developing current employees providing opportunities as evidenced by the increased participation of 38 employees in EMPower, the Employee Mentorship Program for new MBU staff.
- Allocated additional resources for faculty and staff professional development as evidenced by adopting a new policy that allows for government funds for capital improvements and programmatic support including professional development funds for faculty and staff. One government grant provided \$441,000 for the School of Nursing.
- Expanded faculty and staff camaraderie and service opportunities as well as employee appreciation through the adoption of a policy that allows staff to participate in service opportunities without having to use vacation days.
- Hired a Director of Human Resources.

## **Future Goals for 2024-2025:**

### *Transformational Student Experiences*

- Commence construction of the new academic building, which will house the Robert W. Plaster College of Business and Entrepreneurship as well as the School of Nursing. The new building, which is an addition to MBU's current Administration Building, will include new classrooms and an Applied Innovation Lab for MBU business students.
- Complete campus renovations which will modernize bookstore operations, expand student development and Academic Success Center space, as well as office space.
- Redefine MBU's approach to course materials.
- Establish an AI Task Force to develop and implement an integration roadmap.
- Revamp the MBU Honors curriculum and experiences to align with market demands.

### *Advancing Our Influence*

- Expand church partnerships.
- Boost contributions for the "Together We Shine" Capital and Endowment Campaign, aiming for \$12 million.
- Leverage MBU's 60th Anniversary to elevate the University's profile through enhanced events, website promotion, and special anniversary features.
- Increase the alumni giving rate.

### *Thriving Financial Future*

- Reevaluate graduate tuition structure to balance affordability and accessibility within University revenue goals.
- Form a Student Information System (SIS) task force to assess alternative options.
- Develop a comprehensive framework for academic program portfolio analysis.
- Engage with three new key employers monthly while strengthening existing partnerships.
- Identify and engage at least ten potential funding partners to support University priorities.
- Conduct a comprehensive financial analysis of MBU athletics.

### *Empowering Our People*

- Conduct a thorough compensation and management review.
- Complete the job description template project.
- Optimize HR software through data cleanup and enhanced utilization.

- Review and update personnel policies.
- Implement best practices in, standardize, and centralize hiring processes.

## **Conclusion**

The 2023-2024 academic year has been a period of significant progress and achievement for Missouri Baptist University. As we continue to implement our strategic plan, we remain committed to our vision of being a leading Christian liberal arts university. The accomplishments of this year are a testament to the dedication and hard work of our faculty, staff, and students. We look forward to building on this success in the coming year and beyond.