



## Freedom to Jump: Lifting up Liberal Arts 2011-2016

### Statement of Mission and Identity:

McPherson College is a vibrant community of persons from diverse faiths and cultural backgrounds committed to its mission: To develop whole persons through scholarship, participation and service. Chartered in 1887 by leaders of the Church of the Brethren, McPherson College has a distinguished history of providing excellent liberal arts and career-oriented education shaped by the essential values of its founding denomination. (see <http://www.mcpherson.edu/about/mission.php> for full statement of mission & identity.)

### Vision:

The vision of McPherson College is to be recognized as the best private college and university in the state of Kansas through distinctive liberal arts academic programming.

### Strategic Priorities:

1. Outstanding Student Experience – student-centered initiatives that take place in and out of the classroom
2. Commitment to Global Citizenship and a Diverse Campus Community – wide sweeping initiatives involving all members and facets of our community including recruiting, alumni, church, partners and our own campus community culture
3. Place – Initiatives related to our physical plant and virtual space

### Key Ratios

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<b>Full Time Enrollment</b>	622	650	750	800	850	900
<b>Graduation Rate</b>	50%	54%	58%	62%	66%	70%
<b>Endowment</b>	\$30M	\$32M	\$35M	\$40M	\$45M	\$50M
<b>Composite Financial Index*</b>	1.4	2.0	2.5	4.0	4.5	5.0

\*The Composite Financial Index (CFI) provides a more complex picture of the financial health of the institution at a point in time than is possible by simply comparing multiple indicators. The CFI includes four commonly used financial ratios: Primary Reserve Ratio – a measure of the level of financial flexibility, Net Operating Revenues Ratio – a measure of the operating performance, Return on Net Assets Ratio – a measure of overall asset return and performance, and Viability Ratio – a measure of the ability to cover debt with available resources.

➤ **Outstanding Student Experience through a balance of academic rigor and student life experience.**

1. Integration of Entrepreneurship as our distinctive liberal arts approach:

**Key Initiatives:** Faculty training; Entrepreneurship Fellow to provide leadership; Marketing Campaign – Freedom to Jump; resource development; integration of entrepreneurship through key areas – academic, student life, service, career, constituents

**Key Outcomes:** Cross curriculum partnerships – entrepreneurship minor; experiential learning programs – GEC, Horizon Fund, inside and outside of class student experiences are connected; Improved yield from accepted to enrolled

**Target Indicators:** 900 fulltime students; 70% graduation rate; national media recognition; 70% yield

2. Continual Improvement:

**Key Initiatives:** Annual employee/program review process; Creation of a pathway to graduation – HLC pathway accreditation model, clear and coordinated learning outcomes in all programs, inspirational seminar system, general education review, enhancement of the Royer (student learning) Center; elevate scholarship expectations with regular publicity of accomplishments – honors system; coordinated senior research program, provide opportunities for students to participate in research and scholarship at regional and national levels; implement Master's level programming that improves and supports the undergraduate degree programs; career as a baseline element for liberal arts – focus on student placement in chosen vocation

**Key Outcomes:** Streamlined faculty and staff review process; reaccreditation in 2015; market sensitive curriculum

**Target Indicators:** 14-16:1 faculty-student ratio; 24 ACT average; 2 active Master's programs; 10% increase in program funding; 90% job placement; 95% graduate school placement; 99% internship placement

3. Student Life focused on services that meet needs and provides an environment to support students: physical, emotional, spiritual and social as an essential part of the learning experience:

**Key Initiatives:** Integrating our student life and academic experience; targeted programs for non-traditional students and transfers; coordination of a student-centered schedule and communications system; creation of a modern residential campus that supports the needs of current students and a commitment to build community.

**Key Outcomes:** Learning/Living communities; Student attendance at events; Constant and immediate feedback from students to our Institutional Research and Assessment operation.

**Target Indicators:** 70% of fulltime students live on campus; 95% student participation in co-curriculars; campus incidents

4. Facilitate the spiritual formation of our students through relevant programming and opportunities in service learning and worship:

**Key Initiatives:** Integrate service with our academic experience; inspire students to explore their spiritual formation; increase campus member's capacity to develop intercultural competencies; Explore and embrace partnerships with local churches and the Church of the Brethren; help facilitate the discernment and training of those considering a ministry vocation.

**Key Outcomes:** Students learn while serving; utilization of student assessment tools to measure service learning; wide range of programming that supports spiritual development and sense of community

**Target Indicators:** 100% of students are touched by service; 60% of students engaged in spiritual programming

## ➤ **Commitment to Global Citizenship and a diverse campus community:**

### 1. Create a diverse community of students:

**Key Initiatives:** Enhance our global programming to prepare students for success in the global community – study abroad; international service and internships; re-establish Spanish language program; concerted effort to create a more diverse student population, focusing specifically on, but not limited to: women, transfers, first-generation students, Hispanics, international students, and persons with physical challenges; Freedom to Jump Marketing Campaign to communicate our unique liberal arts experience; recruiting process that reflects our liberal arts focus; develop a 6-year pricing plan that continues to offer scholarships while staying affordable

**Key Outcomes:** NESE Survey results and other tools in the measurement indicate high levels of student satisfaction; 90% fall-to-fall retention; an efficiently leveraged scholarship/financial aid system

**Target Indicators:** 350 new fulltime students each year; US News ranking for Liberal Arts schools; less than 5% tuition increases; 45% discount rate; 30% minority student population; 5% of fulltime students are international students; 30% of students have an intercultural immersion experience

### 2. A focused and inspired campus team:

**Key Initiatives:** Develop processes and ways to engage our team to create and innovate; employee development plans that are supported with resources; create and encourage scholarly intercultural opportunities for faculty; aligned training initiatives; recruit talent that fits our liberal arts focus; promote interesting team stories

**Key Outcomes:** Effective employees who meet goals; campus training plan

**Target Indicators:** 90% employee retention; pay in the 75 percentile in the state of Kansas;

### 3. Continue to develop and enhance local, regional, and global strategic partnerships with individuals, foundations, the church and others to assist with:

**Key Initiatives:** "Operation 20/10" – develop 20 feeder schools that enroll at least 10 students each year; formalize relationships with organizations that align with our liberal arts and entrepreneurship focus; comprehensive fundraising campaign; enhance our internship relationships; lift up our alumni and Church of the Brethren programming; Focus on advisory boards to generate perspective, ideas and support; promote our outstanding alumni stories

**Key Outcomes:** More connected campus; greater attendance at events

**Target Indicators:** \$50M endowment; \$1.5M annual fund; \$5M annual gifts; 40% alumni giving; 10% legacy students

### 4. Continued financial progress to ensure we are good stewards of our resources:

**Key Initiatives:** Continued refinement and integration of financial reporting tools and systems; 6-year plan for endowment growth; comprehensive evaluation and plan for human resources

**Key Outcomes:** 3-year budgeting process that allows for flexibility and growth; positive cash flow and contingency

**Target Indicators:** 5% endowment spending rate; 5.0 CFI (Composite Financial Index); net operating ratio of 10%; 12% return on endowment assets; 40% endowment reserve

➤ **McPherson College will provide excellent facilities to cultivate a positive campus experience through improvements and development of our physical and virtual space.**

1. Develop a phased Master Plan for a campus of 900 students with a focus on sustainability, accessibility, aesthetics, and functionality:

**Key Initiatives:** Space utilization study; ongoing cost analysis for new construction – both buildings and remodeling; create a plan to address deficiencies in accessibility; efforts focused on the following areas: residential life; academic (classrooms and library) and athletic; develop a plan for campus entrance and find ways to improve “front porch” aesthetics; continue to develop energy efficiency in daily operations and move toward more sustainable building projects; integrate our Church of the Brethren identity in the physical spaces we create; budget to fund depreciation

**Key Outcomes:** Vision for our facilities as we grow; residential facilities to accommodate 630 residents and 900 fulltime students; specific plans for academics (classrooms and library) and athletics

**Target Indicators:** 4% of operating budget for capital expenses; 2% to fund depreciation

2. Develop a master plan for virtual space and information technology.

**Key Initiatives:** Create a strategic technology plan; key elements include: enhance our server hardware and network set-up; LMS systems that allows us to effectively utilize online learning as a tool in our curriculum, control our ERP system

**Key Outcomes:** Wireless campus; (computer) lab-less campus; paperless campus; automated reporting in all key functions including business office, enrollment, advancement and academic records

**Target Indicators:** 5% of operating budget for IT expenditures