



Building Foundations

growing forward

MIDAMERICA NAZARENE UNIVERSITY

Strategic Plan

2015 - 2020



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The Message is as true among you today as when you first heard it. It doesn't diminish or weaken over time. It's the same all over the world. The Message bears fruit and gets larger and stronger, just as it has in you.

Colossians 1:5-6 (The Message)



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Building Foundations: Growing Forward



Our mission as a university is to be a transformational community of faith committed to academic excellence and passionate about equipping servant leaders who will impact the world for Jesus Christ. This *Building Foundations* strategic plan is about ideas, vision and dreams that respond to the energy and vitality of a new generation of students eager to find their place in a rapidly changing world.

MidAmerica Nazarene University has a rich heritage built upon the strong faith and pioneer spirit of our founders. Although our mission has remained constant, our methodology and structure must change to respond to the needs of 21st Century students. This plan was developed through a series of community dialogues that identified strengths and areas of needed change, and explored a wide range of ideas and emerging possibilities. In reaffirming our

mission and the core values that provide substance and the guiding principles for all we do, there emerged four themes that provide structure for the strategic objectives and key initiatives identified in the plan.

Transforming, Delivering, Strengthening and Building are the operative words that give definition to our plan and the outcomes that MNU seeks to achieve. *Building Foundations* is more than a planning document. More significantly it represents a commitment to be a community of engagement that thinks strategically and works together to encourage innovation, creativity and emerging opportunities.

The university is beginning a journey unlike that of any period in its history. It will be a journey of faith, new discoveries and exciting challenges. It will require introspection, flexibility and a willingness to respond to rapid change as the world redefines itself and its needs. *Building Foundations* is about momentum and progress, but it is also about a community committed to impacting the world for Jesus Christ through servant leaders recognized for their excellence, integrity and spiritual vitality.

David J. Spittal
President

MNU Mission Statement

A transformative university that nurtures Christlike community, pursues academic excellence, and cultivates a passion to serve.

MNU Vision Statement

To impact the world for Jesus Christ through servant leaders recognized for their excellence, integrity, and spiritual vitality.

University Core Values

As a university community we are committed to the following core values:

- To affirm our commitment to the Church of the Nazarene, the ministry of the local church and our mission as a **Christ-centered educational community** in the Wesleyan-Holiness tradition.
- To **deliver excellence** in teaching and learning through a passion for lifelong learning, quality student services, innovation and a culture of continuous improvement.
- To develop and implement a sustainability model for the **stewardship of financial and physical resources** to promote excellence in academic programs and services, support faculty and staff and provide contingencies to protect, promote and advance the ongoing viability of the university.
- To nurture and work together **to build a Christ-like community** of faith and learning interdependent in function and guided by the Holy Spirit.
- To be driven by our common purpose and collective action to **inspire and develop servant leaders** who will personally and professionally impact our world for Jesus Christ.

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Stephanie (Stolba) Weeks
(’02, Sociology)

“My advisor was a great role model and mentor. Everything I do today comes back to the ground work of working with people where they are. Much of what I do is helping people to see situations in a more positive light and grow from where they are.”

THEME 1 – TRANSFORMING LIVES

As a distinctively Christ-centered community, the university seeks to transform lives through a shared commitment to intellectual, spiritual and personal development that prepares new generations of leaders who serve God, the church and the world.

Strategic Objectives

1. Affirm Mission Integrity

To affirm our mission as a transformative Christian community in the Wesleyan-Holiness tradition.

- a. Develop consistency in branding and communication with regard to mission.
- b. Integrate core values within faculty, staff and student recruitment, orientation and development processes.
- c. Establish annual themes for focus and a four-year cycle for chapel and small groups.

- d. Utilize a “Pioneer Pride” award to validate mission and core values in action.
- e. Identify, engage and involve alumni and friends as mentors, speakers and advisory board members.
- f. Provide opportunities for faculty, staff and students to engage in meaningful dialogue and action about life issues, social concerns and the responsibilities of Christians as citizens in a diverse world.
- g. Encourage and nurture a passion for service, community engagement and global ministries.
- h. Articulate and promote a concise statement defining the shared values, shared mission and shared goals that will provide the basis for an increased collaboration with the church.
- i. Determine the means of assessing the potential of a fully defined partnership between MNU and a greater share of the 438 churches and the 750 pastors on the North Central Educational Region.
- j. Create a formal strategy to maximize the partnership between MNU and the church to provide the most effective conduit to enhance the work of all university departments, especially Admissions and University Advancement.
- k. Recommend innovative platforms that will allow a greater percentage of pastors and laymen to participate in a new conversation and new collaboration with MNU to reinvent the ways and means of engaging the support base the church holds in trust.

2. Strengthen Community Formation

To build and nurture a community in which everyone is valued, differences are embraced, brokenness is healed and relationships are strengthened.

- a. Create meaningful opportunities that will build trust, understanding and support.
- b. Increase faculty and staff participation in community chapel leadership, small groups and service opportunities.
- c. Improve the quality of communication between departments, offices and schools.



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- d. Increase investment in infrastructure, programs and events that build and support community.
- e. Develop a plan to foster greater awareness and practice of the characteristics of healthy community.
- f. Encourage participation in organized events that will increase interaction between various stakeholders in community.

3. Invest in Training and Development

To provide high-quality training and development for faculty and staff designed to equip leaders who will work together to meet individual, departmental and institutional goals.

- a. Create a leadership development institute to equip faculty and staff with leadership skills.
- b. Standardize faculty and administrative evaluation processes across the campus.
- c. Develop a culture that identifies and develops faculty and staff strengths by providing opportunities and mentorship to excel in the areas of teaching, scholarship, administration and community service.
- d. To provide means to encourage and facilitate the completion of terminal degrees by faculty.
- e. Provide new university faculty and staff with a comprehensive orientation and first-year training and mentoring opportunities.

4. Nurture Vocation and Calling

To foster a culture in which all students, faculty, staff and alumni seek their God-inspired calling, develop their unique abilities and live out their vocations as servant leaders who bear faithful Christian witness in word and deed throughout the world.

- a. Inspire our students' leadership potential by enhancing the clarity of their calling, the depth of their wisdom and their passion for service.
- b. Create a robust set of student learning experiences that fosters leadership and student success.

- c. Establish a comprehensive program to assist students with career planning and preparation, graduate school and placement, and ongoing professional development.
- d. Create and strengthen mentorship opportunities designed to support students seeking to develop leadership competencies.
- e. Promote greater diversity and initiatives that develop emerging student leadership.
- f. Position MNU as a valued resource to alumni, friends, the church and the community by providing opportunities for lifelong learning as well as personal and professional development.
- g. Broaden and strengthen communication strategies for external constituencies.
- h. Engage MNU alumni and friends in the lives and aspirations of our students.



Kevin Liddle

('12, Organizational Leadership)

"My MNU experience was great preparation for my position. The business professors went over and above to prepare me to succeed in management in the real world. I know that they not only cared about my education, but my personal life as well. The MNU culture is special. My faith became stronger as God showed me who I was in Him and that He has a plan for me. All I had to do was surrender to Him and be obedient."



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THEME TWO – DELIVERING EXCELLENCE

We are committed to deliver academic excellence through innovative teaching, lifelong learning, scholarly achievement, student support services and a culture of continuous improvement for undergraduate students, adult professionals and graduate students.

Strategic Objectives

1. Expand Student Support Infrastructure

To increase student success through building an infrastructure that provides a supportive community for student success, retention and persistence.

- a. Develop a one-stop shop for student services (registrar, financial aid, business office, and bookstore).
- b. Develop a Student Success Center to mentor at-risk students, provide expanded tutoring, enhance information literacy and consolidate developmental courses.
- c. Review New Student Orientation (NSO) and Freshman Seminar and consider paired courses or learning communities.
- d. Develop a comprehensive student success plan that includes all students: traditional, professional and graduate.

2. Develop Compelling Scholarship

To develop compelling scholarship through academic excellence.

- a. Develop a Center for Teaching and Learning (pedagogy, andragogy, online and instructional technology).
- b. Develop a plan for a robust graduate culture.
- c. Develop a plan to increase graduate and undergraduate academic rigor.
- d. Facilitate compelling scholarship utilizing Boyer's model.

3. Invest in New Academic Programs

To increase investment in academic excellence through new academic program growth.

- a. Develop infrastructure and resources for expansion of online programs.
- b. Research and expand online program options for professional and graduate students.
- c. Develop additional graduate programs at the masters and doctoral level.
- d. Develop additional professional studies programs.
- e. Develop additional new traditional undergraduate academic programs.
- f. Research and deliver programs to other geographic areas on-ground and online including partnerships and collaborative opportunities.
- g. Increase opportunities for continuing education and certifications (education, counseling, business).

4. Increase Quality of Student Experience

To increase the quality of student experiences through transformative education.

- a. Coordinate academic advising and support systems through a Center for Life Calling and Vocation.
- b. Provide competencies needed for the twenty-first century, global marketplace and general education.
- c. Determine MNU's academic identity "big idea" on which curriculum and service learning are based.
- d. Consider expanded intercultural learning opportunities through on-campus activities, global or domestic experiences.
- e. Strengthen the Honors Program to promote scholarship, collaborative student and faculty research and academic excellence.

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DeDe Rogers

('14, Applied Organizational Leadership)

"What I learned at MNU helped me to do my job better and gave me more opportunities for growth...
...my passion is to be an asset to children and their families and to help make a difference in their lives."

THEME THREE – STRENGTHENING ENROLLMENT

Managed enrollment growth is a key priority. Within our comprehensive strategic plan, the university will implement strategies to increase enrollments for traditional undergraduate and professional and graduate studies, in a manner that is proactive, results oriented and responds to future trends and market transitions. Recruitment, retention and student success is everyone's responsibility and are the central components of the overall strategic plan for growing enrollment. The unique mission and role that MNU fulfills within the region, the state, and the world must be evident in all recruiting initiatives.

Strategic Objectives

1. Develop Comprehensive Enrollment Growth Strategies

To increase enrollment through new academic programs and new student athlete programs.

- a. Develop a strategic enrollment plan for traditional, professional and graduate programs.

- b. Implement a five-year student athlete strategy to increase student athlete rosters by 75 students.
- c. Increase enrollments from Nazarene churches, local churches and regional Christian high schools.
- d. Increase enrollments from transfer students from community colleges and partnership arrangements.
- e. Increase participation in dual credit or early admission of high school students.
- f. Identify new market driven academic programs for traditional, professional and graduate students including online initiatives.
- g. Develop preferred or partnership agreements between MNU and regional employers.
- h. Identify and implement strategies for recruiting diverse students, in particular Hispanic and other third culture students in our region.
- i. Develop collaborative relationships to promote international students.

2. Create Efficient Recruitment Systems and Processes

To create efficient enrollment systems and processes for improved recruiting and retention.

- a. Realign and redesign the professional and graduate marketing, recruitment and academic services processes.
- b. Complete enrollment services audit and implement quality service standards and goals.
- c. Improve data and information systems to provide accurate reporting and accountability.
- d. Develop and implement a professional and graduate recruitment strategy to increase leads and yields.



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3. Increase Brand Identity

To increase MNU brand identity and awareness to all constituencies.

- a. Affirm our identity as a Christ-centered educational community.
- b. Adopt key branding themes that support the mission and stated core values of MNU.
- c. Create and implement a comprehensive multi-year regional and local branding and identity campaign.
- d. Communicate mission and core values internally to provide consistency in brand and experience.
- e. Identify outstanding university alumni who model MNU mission and core values to extend MNU's image and brand.
- f. Create a vibrant internal and external electronic communications network.
- g. Coordinate all university communications, website, publications and electronic media to standards.

4. Recruit for Growth and Student Success

To increase enrollment strategically for student success through traditional enrollment, professional and graduate and online initiatives.

- a. Increase traditional enrollments by a minimum of 3% annually with a five-year goal of 1,050 students.
- b. Increase professional and graduate enrollments by a minimum of 5% annually with a five-year goal of 1,200 students.
- c. Increase online program enrollments by 100 students annually with a five-year growth goal of 500.
- d. Improve early warning retention efforts and results for all students each semester.
- e. Improve the academic preparedness of incoming and returning traditional students.



Aaron Kemmling

('15, Nursing)

“Being a nurse provides an open door to show the compassion of Christ to a patient in their time of crisis. I cannot think of a better career to incorporate my love for people and my desire to serve the needs of others.”

THEME FOUR – BUILDING RESOURCES

To fulfill its mission and achieve its vision, the university must develop a sustainability model for the stewardship of financial and physical resources sufficient to safeguard academic programs, support services, attract and retain quality faculty and staff, and provide sufficient financial margins and contingencies to promote ongoing financial strength and viability.

Strategic Objectives

1. Increase Non-Tuition Revenue

To continue to develop new, and increase existing, sources of non-tuition revenue to support the needs of the University.

- a. Develop, implement and fund a comprehensive capital campaign to provide funding for current and future campus development, new facilities, endowment growth and scholarship support.
- b. Increase gift income for operations.



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- c. Double the number of known planned gift arrangements by 2020.
- d. Implement a campaign to increase alumni giving participation by 5% annually.
- e. Increase endowment assets by 5% annually.
- f. Develop and implement a plan to increase revenues from conference services and facility usage fees by 10% annually.

2. Develop Campus Master Plan and Infrastructure

To look forward and plan for investments, and re-investment, in campus facilities and in addressing deferred maintenance.

- a. Develop and implement a plan, with identified funding sources, to replace the fiber network infrastructure on the Olathe campus sufficient to sustain current operating needs and future growth.
- b. Develop and resource a plan to replace the university's telephone communications system for present and future needs.
- c. Continue to develop the campus master plan to address current and future facility needs necessary to support current operations and projected enrollment growth, and to serve as a basis for the goals of a comprehensive capital campaign.
- d. Establish and implement a plan to address deferred maintenance issues.

3. Invest In Our People

To honor that people are the university's most valuable resource, we must improve upon our ability to recognize their service through reasonable, timely adjustments in compensation and benefits.

- a. Develop and implement a plan to incrementally reinstate the university's discretionary contributions to the retirement plan.
- b. Conduct a periodic review of compensation levels to make adjustments where appropriate in order to retain and attract quality faculty and staff.

4. Sustain Financial Strength

To secure its future, the University must restore its ability to generate an annual profit from normal operations and build contingency reserves.

- a. Generate an annual surplus from operations.
- b. Meet compliance of the USDE Financial Responsibility Composite Ratio.
- c. Maintain an appropriate level of liquidity.
- d. Develop a plan to generate additional net assets through the initiative of a Track and Cross Country program and to review revenue growth through new athletic programs in the future.
- e. Develop a plan for identifying unproductive or obsolete programs (i.e. philosophical, fiscal, mission-related concerns).
- f. Maintain a plan and process for tuition benchmarking that is competitive, market sensitive and sufficient to support quality programs, personnel, financial viability and innovative opportunities.



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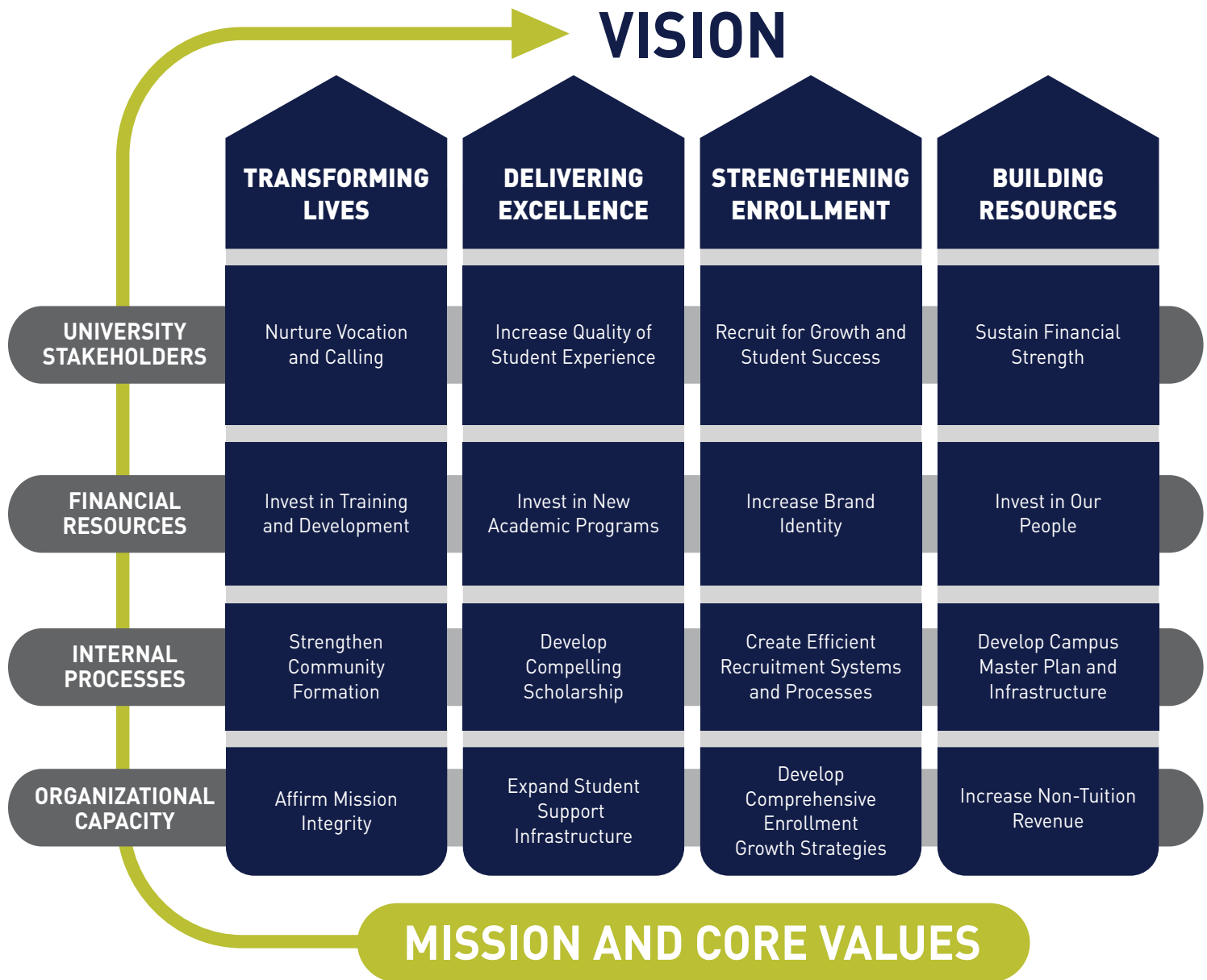
MNU Strategy Map

The MNU Strategy Map provides a visual format for the *Building Foundations* plan and demonstrates the interdependent nature of its primary components.

Through focus groups and campus dialogues four themes were identified as key elements of the plan: Transforming Lives; Delivering Excellence; Strengthening Enrollment and Building Resources. These themes and objectives were reviewed, refined and affirmed by “Theme Teams,” the Strategic Planning Steering Committee, the Board of Trustees, and the President’s Cabinet prior to final approval by the Board of Trustees.

Sixteen strategic objectives are categorized into four perspectives within the themes to reflect how the plan will impact the various levels and functions of the university. Expanded organizational capacity, improved internal processes and the stewardship of financial resources are foundational in impacting all university stakeholders through a focus on mission integrity, academic opportunity, student success and the quality of the MNU experience for faculty, staff and students.

Each strategic objective is supported by specific initiatives that will support and achieve the desired outcomes.



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