



THE VALLEY VISION FOR THE FUTURE.

MISSOURI VALLEY COLLEGE
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THREE-YEAR STRATEGIC PLAN

3/2023

An orange outline of the Missouri Valley College campus is superimposed on a background of a blue sky with white clouds. The outline follows the perimeter of the building complex, including a large central structure and several smaller wings and outbuildings.

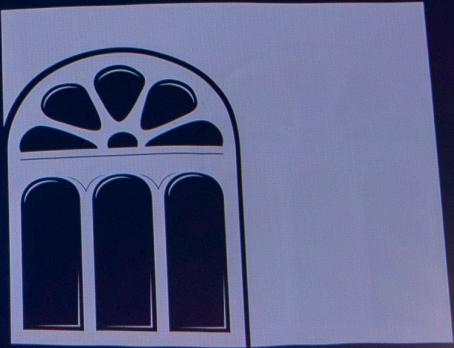
INTRODUCTION

This is Missouri Valley College's 2022-2025 three-year Strategic Plan.

The 2017-2022 plan contained five overarching Strategic Goals. These goals are mission-driven and continue to be of ongoing importance. These goals are unchanged in this plan.

The proposed new plan is shorter than its predecessor partly because it is considered a transitional plan, a bridge that will help prepare for new executive leadership in the coming months. This public plan will be supplemented by an operational plan that contains a more detailed enumeration of proposed efforts that will contribute to the success of the college.

The Strategic Plan is a "living document" and is subject to change as unforeseen internal and external events occur. The health, safety, and ongoing development of our community is always paramount, and the college must be ready to adapt as conditions change. For example, the evolution of the COVID-19 pandemic requires the college to monitor current conditions and respond appropriately.



MISSOURI
VALLEY
COLLEGE

MORE Than a Degree: An IMPACTFUL FUTURE.

Missouri Valley College is a private, four-year liberal arts college. For more than 130 years, Missouri Valley has offered a spirited, supportive atmosphere for students, faculty, and the community.

Its mission—guiding students to succeed through personal instruction and intellectual inquiry—highlights the student-centered education Missouri Valley College has provided for over 130 years!

Known for its dynamic, richly diverse, and warm, nurturing educational environment, Missouri Valley College offers many opportunities for students to grow in mind, body, and spirit. Faculty are personally and professionally engaged in preparing our students to become thoughtful, educated citizens of the world. Grounded in the liberal arts, undergraduate, and graduate studies empower students to master interdisciplinary skills needed to succeed in a knowledge-based, global society.



KEY

PR-President

AD-Athletic Director

CIO-Chief Information Officer

DA-Director of Admissions

DBO-Director of Business Office

DEI-Director of Diversity and Inclusion

DFA-Director of Financial Aid

DM-Director of Marketing

DSS-Director of Student Success

ICFO - Interim Chief Financial Officer

IEM-Interim Enrollment Management

REG-Registrar

RPEDGD-Rural Postsecondary and
Economic Development Grant Director

VPAA-Vice President of Academic Affairs

VPER-Vice President of External Relations

VPIA-Vice President of Institutional
Advancement

VP SA-Vice President of Student Affairs

VPO-Vice President of Operations

STRATEGIC GOALS

Enrollment Growth & Sustainability

Strategic Goal 1: Enrollment Growth & Sustainability

Systematic recruitment and retention initiatives that lead to enrollment growth and student success.

Objectives

1. Develop and deploy a systematic recruitment plan by January 2023. (DA, IEM, AD, ICFO)

Tactics to meet objective:

- a. Increase new incoming "general" student population (i.e., non-athletes). (IEM, VPAA, DM, DA) Target date: January 2023
- b. Enhance efforts to increase college going rate in local rural areas, with focus on the Drive 60 area. (IEM, VPAA, DM, DA, RPEDGD) Target date: January 2023
- c. Buy names from different agencies that are general students only. (IEM, DA) Target date: January 2023
- d. Improve the campus visit college experience. (IEM, VPAA, DM, VPAA) Target date: Spring 2023 semester visits
- e. Improve recruiting tools for recruiters/coaches (including the new SIS system Ellucian). (IEM, VPAA, DM, DA, AD) Target date: February 2023
- f. Design and deploy effective and engaging materials used for recruiting purposes. (VPER, DM, DA, AD) Target date: Spring Semester 2023
- g. Introduce Missouri Valley Student Ambassadors as part of the recruitment team. (Dam DM, IEM) Initiating February 2023 to be in full operation by Fall 2023.
- h. Begin an ESL adult program to be of service to our Hispanic Community in Marshall. (IEM, VPER, VPAA, DM) Target date: Spring 2023 Semester
- i. Research and develop athletic scholarship improvements. (AD, Interim IEM) Target date: Spring Semester 2023(AD, VPIA, VPER)

2. Improve retention, persistence and graduation rate.

Tactics to meet objective:

- a. Implement the new Student Information System (SIS) by the start of the 2023-2024 academic year. (CIO, REG) Target date: March, 2023
- b. Reduce athletic roster size. (AD) Target date: January 2023
- c. Note: All tactics for all outcomes potentially contribute to this objective.

SP1 Desired Outcomes:

1. Full and successful implementation of new SIS. (REG, CIO) Target date: March 1, 2023
2. 10% increase in enrollment of students who are not athletes. (IEM, DM, DA, CFO, VPAA) Target date: Fall 2024
3. Average 10% increase in retention per year. [baseline Fall 2022: 40.7%) (VPAA)
4. Average 5% increase in graduation rate, including first-time full-time and full-time transfer students. [baseline for class entering 2014: 23%) (VPAA)

5. Favorable results from college visit satisfaction survey. (IEM, DA) Chart survey results as a baseline.
6. Favorable results from a focus group or a survey of coaches dealing with improved recruiting tools. Chart survey results as a baseline. (AD, IEM, DA, DM)
7. Increase in athletic scholarships (AD, VPIA)

Academic Culture & Expanded Opportunities

Strategic Goal 2: Academic Culture & Expanded Opportunities

An academic culture that values academic excellence, supports and challenges students at the undergraduate and graduate levels, and supports and develops faculty and staff.

Objectives

1. Enhance the online presence by improving quality of course design and instruction; diversify and enhance access to online offerings. (VPAA)

Tactics to meet objective:

- a. Implement Quality Matters training. (VPAA)
- b. Explore greater access and affordability of online classes for MVC traditional F2F students. (VPAA)
 - i. Evaluate academic consortial relationships. (VPAA, REG)
 - ii. Explore models to allow F2F students to take online courses without additional tuition. (VPAA, CFO)

2. Strengthen the academic culture by enhancing support and accountability. (VPAA)

Tactics to meet objective:

- a. Improve data collection, action, and outcome tracking of High Impact Practices across the college (i.e., class, organizations). (VPSA, VPAA)
- b. Work with Academic majors to promote the use of High Impact Practices across all levels of the curriculum (e.g., micro internships, job shadowing opportunities, service learning and leadership opportunities). (VPSA, VPAA)

SP Goal 2 Desired Outcomes:

1. Improved student ratings of satisfaction with online courses and instruction. (VPAA)
2. Increase on-time graduation rate, while decreasing the number tutorials by utilizing online courses. (VPAA)
3. 5% increase in the use of academic student services (e.g. Advising, Learning Center, Registrar). (VPAA, VPSA)
4. Increase in faculty compensation. (VPAA, ICFO) Target date: July 1, 2023
5. Develop, approve and implement Academic Accountability Plan. (VPAA)
6. Increased use of and participation in High Impact Practices, including developing partnerships with eight new businesses for three years. (VPSA, VPAA) Target date: July 1, 2023
7. Revamp the process for access to and awarding of professional development funds for faculty and staff. (VPAA, ICFO) Target date: July 1, 2023
8. (Efforts taken relevant to this Strategic Goal should also contribute to enrollment growth and an increase in retention.)



The MVC Experience

Strategic Goal 3: The MVC Experience

A sense of belonging among faculty, staff, and students through services and experiences that are relevant, community-driven, transparent and responsive to the needs of the MVC Community.

Objectives

1. Increase use of non-academic student services. (VPSA, CIO)

Tactics to meet objective:

- a. Evaluate the processes in which students are introduced to the services offered at MVC and use those evaluations to enhance the delivery. (VPSA and VPAA) Target date: Spring 2023
- b. Create and implement an international student committee to address the concerns and needs of the college's growing international population. Evaluate whether or not MVC should make this a standing committee on SGA. (VPSA, DA) Target date: Spring Semester 2023
- c. Empower the Student Government to have more control and oversight to accommodate student concerns and needs. Establish a voting position on the Faculty Senate for an SGA representative. (VPSA) Target date: Fall 2023

2. Support diversity, equity, and inclusion initiatives (DEI). (VPSA)

Tactics to meet objective:

- a. Present a variety of keynote speakers and programming who focus on inclusion and diversity. (VPSA and DEI) Target date: Fall 2023
- b. Include assignments, activities, and presentations about DEI in the Freshman Seminar class. (VPSA) Target date: Fall 2023
- c. Create individual development opportunities for the Athletic Department and other staff to increase awareness and understanding of diversity and inclusion. (AD) Target date: Fall 2023
- d. Develop and implement a strategy to recruit a more diverse faculty and staff. (VPAA) Target date: Spring 2024

Goal 3 Desired Outcomes:

1. Revised and implemented Student Government bylaws.
2. Increased diversity of MVC employees. (VPAA and Cabinet members)
3. DEI education and training provided to MVC constituents (e.g., faculty, staff, students, BoT). (DEI, DA, VPSA, VPAA)
4. Increased DEI programming, including a minimum of one speaker a semester that presents on topics dealing with diversity and inclusion. (VPSA)
5. Increased use of non-academic student services (e.g. IT, Financial Aid). (CIO, ICFO, DFA)
6. Student Service Survey results show 80% satisfied customers. Survey results also show 80% of international students are satisfied with student services. (VPSA)
7. New or enhanced strategies developed for communicating MVC activities. (VPSA)
8. (Efforts taken relevant to this Strategic Goal should also contribute to enrollment growth and an increase in retention.)



Financial Strength & Sustainability

Strategic Goal 4: Financial Strength & Sustainability

A business model that ensures the College's continued strength and educational excellence.

Objectives

1. Identify ways for cost efficiency and net revenue per student increase. (ICFO)

- a. Manage and lower operating costs. (ICFO) Target date: Spring semester 2023 with full implementation Fall 2024
- b. Grow net tuition revenue and accomplish sustainability while providing quality service to students. (ICFO) Target date: Fall 2024 for FY2025

2. Provide more financial literacy resources and training to students, ensure that students and their parents have a good understanding of the college financial cost, and help them to manage better financial aid opportunities, student debt and pay their obligations in a timely manner. (ICFO, DBO, DFA, DSS, DRPED grant) Target date: Fall 2023 class

3. Identify alternative revenue-generating activities and programs. (VPAA, VPER, VPIA) Example: ESL classes for the local Hispanic community. Target date: Spring 2023

4. Increase philanthropic support for operations, new initiatives, and endowment growth. (VPIA) Target date: Fall 2024;

Tactics to meet objective:

- a. Use a zero-based budget for FY23 or FY24. (ICFO)
- b. Add a financial literacy coordinator in the fall of 2022. This person will be responsible for making sure our students and their parents understand what they are signing up for when they take out loans. (ICFO, DFA, DSS) Target date: Fall 2022
- c. Expand fundraising efforts.
 - i. Increase the number of government and non-government grant applications. (PRES)
 - ii. Develop long-term relationships with current and new donors. (VPIA, VPER)
- d. Build a strategy for endowment growth. (VPIA)
 - i. Increase face-to-face fundraising efforts. (VPIA and ICFO)
 - ii. Increase student account receivable management efforts. Add a second and a third collection agency. (ICFO, DB)
 - iii. Implement cost efficiency efforts which will result in annual deposits to the MVC investment accounts and consistent endowment growth. Look at what vendors our schools in the conference are using to see if they are getting better returns with lower fees. (ICFO)
- e. Increase alumni engagement and host alumni events locally & regionally (VPER) Target date: May 2022 - August 2023
 - i. Enhance alumni engagement during Homecoming Weekend. (VPER)



- ii. Develop and implement new strategies for keeping alumni engaged and informed. (VPER)
- f. Enhance alumni awareness of MVC and its financial needs. (VPER, VPIA)
- g. Continue to design effective and engaging design materials for alumni and current and potential donors. (VPER, VPIA, DM)
- h. Sustain and increase alumni giving base. (VPIA)
 - 1. Implement donor communication plan by fall 2022. (VPIA)
 - 2. Increase face-to-face visits. (VPIA)
 - 3. Increase friend-raising activities with external relations to identify potential donors. (VPIA, VPER)
 - 4. Increase membership in the President's and Baity Heritage Societies. (VPIA)
 - 5. Implement peer-to-peer fundraising opportunities. (VPIA)
- i. Identify new giving sources besides alumni. (VPIA, VPER)

Goal 4 Desired Outcomes:

- 1. Increased cost efficiency and net revenue per student. (DA, ICFO)
- 2. Lowered operating costs. (ICFO)
- 3. Developed and implemented ways to assess student and parent financial aid literacy. (ICFO)
- 4. Increased grant applications by 10% by 2023. (PRES)
- 5. Increased overall giving, especially unrestricted giving, by 40% by 2025. (VPIA)
- 6. Increased endowment corpus by 10% by 2023. (VPIA)
- 7. Identified long-term strategy for future capital improvements on campus. (PRES, VPAA, VPIA, Cabinet)
- 8. (Efforts taken relevant to this Strategic Goal should also contribute to enrollment growth and an increase in retention.)

Physical Space and Technology Infrastructure

Strategic Goal 5: Physical Space and Technology Infrastructure

Physical space and technology infrastructure to support students' and employees' diverse and changing needs.

Objectives--(CIO)

1. Enhance security, availability, and resiliency of all MVC systems.

Tactics to meet objective:

- a. Establish a comprehensive off-site backup plan for all critical on-campus systems along with a disaster recovery plan.
- b. Create a DDoS mitigation plan, and educate users on their role in cyber security.
- c. Utilize the current relationship with MOREnet to create an annual cybersecurity review for the College. Upgrade networking infrastructure.
- d. Upgrade networking infrastructure.

2. Improve user experience and system utilization for all stakeholders.

Tactics to meet objective/Desired Outcomes:

- a. Establish detailed documentation for current systems.
- b. Implement Single-Sign-On Technology.
- c. Implement the new SIS system and utilize all self-service features for all stakeholders.

3. Improve decision-making, and boost efficiency for all stakeholders at MVC.

Tactics to meet objective/Desired Outcomes:

- a. Retire legacy WinBatch systems.
- b. Enhance ad-hoc reporting capabilities for staff and faculty.
- c. Add informative dashboards for users.

Overall Desired Outcome(CIO):

- 1. Completion of all items listed as "Very High" and "High" priority in the "Information Technology Services (ITS): Strategic Vision & Operational Plan 2021- 2025"

Objectives-(VPO)

1. Leverage technology and physical facilities to support a safe and secure campus community.

Tactics to meet objective/Desired Outcomes:

- a. Complete fire safety, entry and exit doors (locks and cameras), and air quality projects.
- b. Entry and Exit hardware on all dorm facilities. Target date: 2025
- c. Cameras installed in common areas and parking areas of residents.
- d. Continue with air quality projects across campus.
 - i. Complete work in Ferguson, Library, Tech Center. Target date: Spring 2025

2. Continue to provide physical facilities which support students' and employees' diverse and changing needs. Increase student satisfaction with housing and decrease overcrowded areas.

Tactics to meet objective/Desired Outcomes:



a. Provide new/upgraded housing for our students, especially first-year and incoming students; currently working on a plan to develop a dorm to begin this process. (VPO)

- i. Complete new residential project. Target date: pending
- ii. Complete plans for proposed dorm project on Conway Street. Target date: pending
- iii. House 100 students in a Co-Ed facility

b. Create new/update academic spaces on campus. Specifically, nursing and sciences currently working with the President and architects to find a suitable nursing school location and engineers to upgrade the HVAC in Collins. (VPO)

- i. Baity, Burns, Morrison partially completed. Target date: for total completion Fall 2025
- ii. Nursing Project
 - i. Continue with fundraising efforts to pay for the project. Fundraising should be complete by May 1, 2023.
 - ii. Begin construction Target date: Spring semester 2023

c. Develop strategies for continued improvements of the MVC Athletic Facilities by enabling athletics to enhance practice times and the practice environment. (AD)

Note: Note: (Efforts taken relevant to this Strategic Goal should also contribute to enrollment growth and an increase in retention.)

