



GAME PLAN

A Strategic Plan for Midway University

2019-2021



MIDWAY UNIVERSITY

Mission Statement

Midway University engages and challenges students to achieve individual growth, responsible citizenship, and meaningful careers through personalized educational experiences.

Adopted November 8, 2018

Vision Statement

Midway University is a vibrant and diverse institution committed to academic excellence and individual growth.

Values

Midway University fosters core values shared by the Christian Church (Disciples of Christ) and reflect the beliefs of our founder, Dr. L.L. Pinkerton. These values include:

- Valuing the dignity of all people
- Acting with integrity and responsibility
- Viewing self as part of the community
- Living life within a global context
 - Providing service to others
 - Pursuing life-long learning

FROM THE MANAGER



Dear Midway University Friends,

Throughout 2018, faculty, staff, students, alumni, board members, community members and supporters of Midway University were asked to help formulate our next strategic plan. It was truly a team effort. After gathering input from hundreds of supporters, a planning team came together to develop the Game Plan 2019-2021.

This plan focuses on three main themes that will sustain our momentum as we continue moving forward. First, we must **improve our stat tracking** and put processes in place to better record our data and inform decision-making. Second, we must continue to **fill our rosters** by growing enrollment and improving retention for all student types, on-campus and online. Lastly, we must **increase our fan base** and further engage with our supporters and donors to grow our institutional giving and improve our alumni engagement.

Everyone here at Midway University is a critical member of the team that will help us succeed.

Dr. John P. Marsden, President
Midway University



IMPROVE OUR STAT TRACKING

GOAL ONE: Create a Culture of Data Collection and Entry Across Campus to Inform Decision-Making

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Strategy 1: Identify data needs for the institution and individual departments, create a central repository of data, and identify key data owners

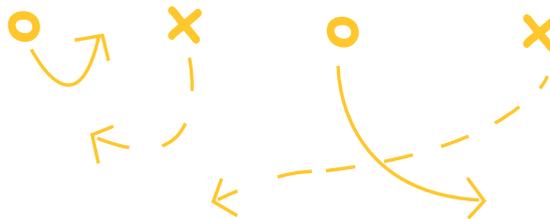
- Meet with every department on campus to identify data needs for day-to-day reporting, accreditation reporting, and reports that can be created and verified by the departments to ensure accurate reporting of data needs.
- Create on-demand reports for critical data points such as retention, enrollment, and recruitment. Provide training for the data users on how to analyze the data and how to ask questions that will ensure they receive what is needed from the reports.
- Create a central repository within Institutional Research for the data collected with historical archives based on census dates and other dates identified for consistent reporting. Create historical data fact books for accrediting bodies to include in the repository.
- Identify key data holders on campus for confidential and secure data for financials, financial aid, and other sensitive information that should be provided on demand to ensure data security and integrity.



GOAL ONE: Create a Culture of Data Collection and Entry Across Campus to Inform Decision-Making

Strategy 2: Ensure data is entered in the Colleague ERP system to allow for inter-departmental data flow and create documented business procedures for every department to ensure continuity in times of change

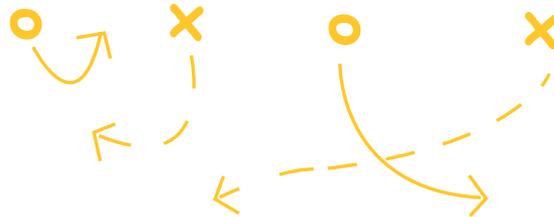
- Identify missing pieces of data that affect various departments across campus and identify screens where the data can be entered to allow for reporting to be updated.
- Ensure that each department who has Colleague access is entering their data in the system and not keeping data that can be entered in the system in a separate location.
- Ensure each department receives training on how to use the modules in Colleague to help them become more familiar with data that can be stored in the system and reported.
- Create a central repository of business procedure guides created by each department on the day-to-day functions and store in a Sharepoint site managed by the IT department to ensure procedure manuals and screenshots exist to help with transitions within departments.



GOAL ONE: Create a Culture of Data Collection and Entry Across Campus to Inform Decision-Making

Strategy 3: Create a culture of data-driven decision making

- Provide training to data users on measurements of data and how to use the data to suggest improvements of processes, outcomes, and other items.
- Help departments develop strategies based on the data to implement proposed improvements and then measure the outcomes.
- Train departments how to report on outcomes, improvements, and other results of data usage to senior administration.





FILL OUR ROSTERS

GOAL TWO: Retain and Grow Enrollment to 1300 by Fall 2019, 1350 by Fall 2020 and 1400 by Fall 2021 (not including dual credit enrollment)

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Strategy 1: Grow daytime enrollment to 650 by Fall 2021

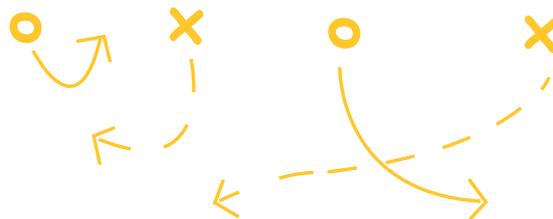
- Explore additional sports teams including e-sports.
- Identify and develop co-curricular programs with scholarship opportunities and roster goals to recruit non-athletes.
- Build international partnerships with high schools to recruit students from Europe, Asia, and South America.
- Expand dual credit offerings and partnerships to build a pipeline of Kentucky high school students.
- Add concentrations to the undergraduate business major.
- Add housing spaces on campus.
- Explore Greek Life.



GOAL TWO: Retain and Grow Enrollment to 1300 by Fall 2019, 1350 by Fall 2020 and 1400 by Fall 2021 (not including dual credit enrollment)

Strategy 2: Stabilize evening/online enrollment to 500 students and increase graduate enrollment to 250 students by Fall 2021

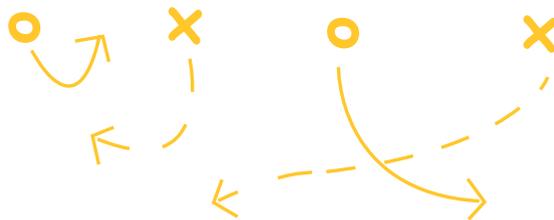
- Secure additional Business Advantage Program partners with area businesses.
- Secure articulation agreements with community colleges and ensure a seamless transfer process. Pursue dual admissions for community college students.
- Review all tuition and fee pricing and ensure ongoing competitiveness.
- Strengthen digital marketing and promotion.
- Add concentrations to the MBA, M.Ed. and consider new graduate programs when feasible.
- Develop 4+1 Programs to create an undergraduate pipeline for graduate programs.
- Ensure multiple start dates for all programs.
- Improve application to registration conversion rates.

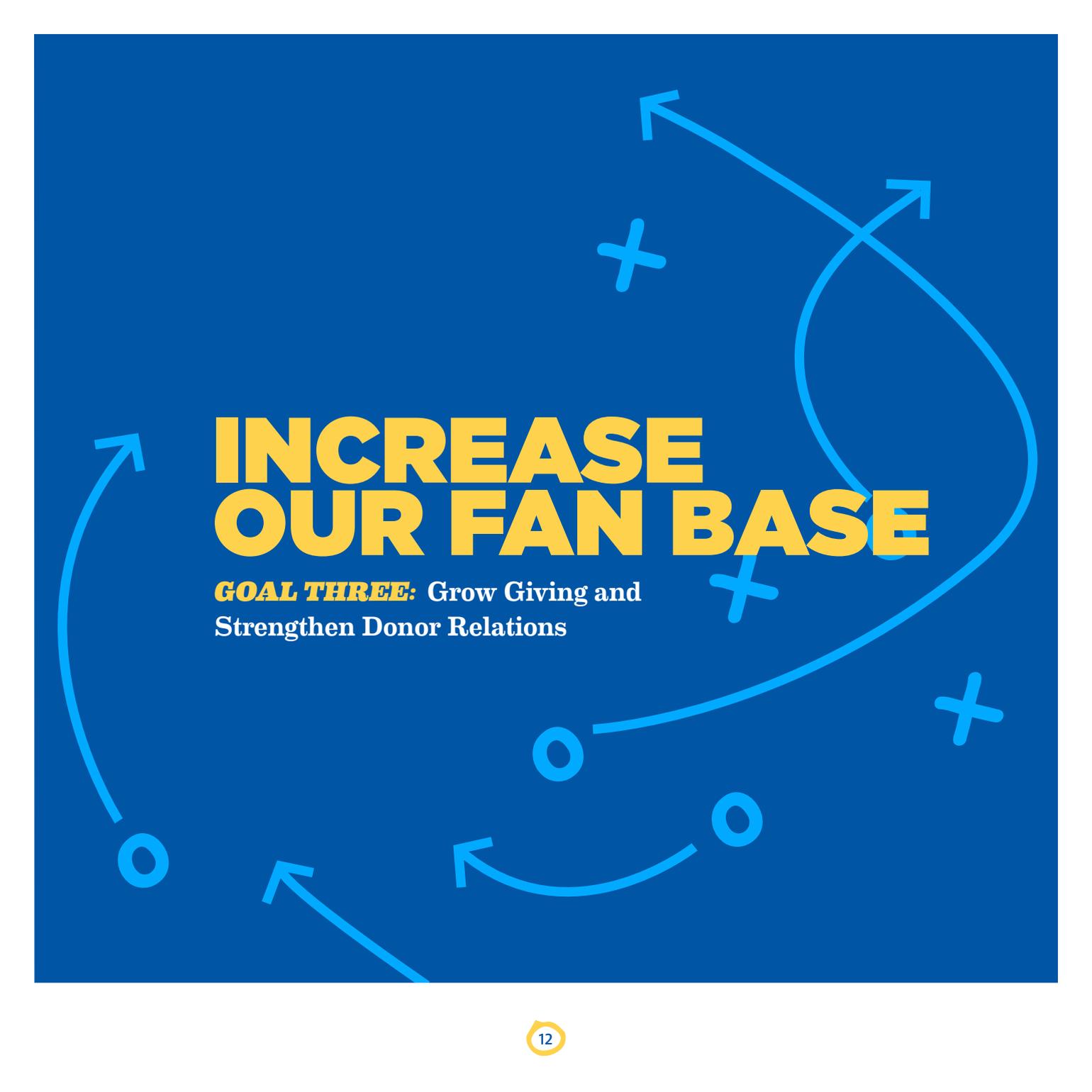


GOAL TWO: Retain and Grow Enrollment to 1300 by Fall 2019, 1350 by Fall 2020 and 1400 by Fall 2021 (not including dual credit enrollment)

Strategy 3: Increase Fall to Fall retention rates by four percentage points for each student population by Fall 2021

- Improve academic advising through faculty advisor training, admissions counselor training for new EON students, advising performance evaluations, advisor resources such as an advising handbook, and advising communication plans with expectations and responsibilities.
- Enhance early alert interventions and academic recovery programs.
- Increase support for EON/GRD students by extending business hours and/or establishing an on-call system for essential departments, revising the online orientation, adding online workshops focusing on academic success and career development, and piloting online tutoring for Sunday afternoons.
- Develop comprehensive support for first-year students through a revised FYS curriculum and advising program.
- Implement/expand high impact programs including study abroad, faculty/student research, internships, and honor societies.





INCREASE OUR FAN BASE

GOAL THREE: Grow Giving and
Strengthen Donor Relations

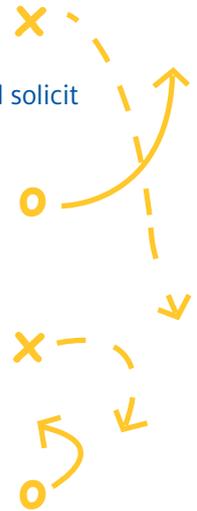
GOAL THREE: Grow Giving and Strengthen Donor Relations

Strategy 1: Successfully complete The Campaign of Opportunities

- Identify matching grant and matching donor opportunities.
- Identify remaining naming rights opportunities at the \$5,000 - \$50,000 level and solicit remaining vendors and major gift prospects.
- Leverage Board members to assist with opening up networks for support.
- Identify materials and construction companies and solicit in-kind support.
- Maximize crowdfunding campaign potential.

Strategy 2: Tell the compelling story

- Ensure campus staff and faculty are all on message about our growth, direction, and goals.
- Craft effective PR and communications plans to strengthen brand awareness and ensure our “story” is getting out to key constituent groups and markets.
- Create new initiatives for annual, capital, scholarship, and the like with a focus on our students and recent success.
- Ensure all internal mediums (social, web, print) are viewed through a philanthropy lens.
- Plan for 175th Anniversary in 2022.



GOAL THREE: Grow Giving and Strengthen Donor Relations

Strategy 3: Make lots of friends

- Strengthen participation with existing Central KY civic and business groups, establish new memberships with key groups, and attend events.
- Leverage Dr. Marsden's successful leadership to get him in front of key civic and business groups to tell our story.
- Grow our presence in Louisville and Northern KY by participating in select events and joining key civic and business groups.
- Encourage our Board and Ambassadors to invite campus leadership and Advancement to join them at key events.
- Connect and reconnect with key alumni.

Strategy 4: Increase unrestricted giving by 1%

- Revamp annual fund with new Midway Fund marketing initiative.
- Convert capital campaign donors (both individuals and vendors) to Midway Fund donors.
- Increase vendor giving via event sponsorships and/or Midway Fund.
- Increase faculty and staff giving by 50% (current level of giving is 12% - 15% of all full and part-time faculty and staff).
- Reinstitute Phone-a-thon.
- Increase personalized outreach to alumni.
- Revamp Alumni Association Board.
- Increase corporate partnership program.
- Increase Ambassador Association membership and giving.

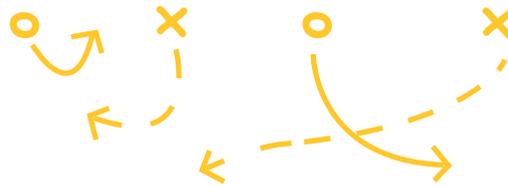


GOAL THREE: Grow Giving and Strengthen Donor Relations

- Launch Student Philanthropy initiative.
- Create annual MBA event to increase engagement and giving.
- Create strategic giving initiatives for alumni anchored around 175th Anniversary in 2022.

Strategy 5: Launch capital campaign for housing and equine needs 2019–21

- Conduct feasibility study to determine viability of said capital campaign.
- Produce clear and measurable outcomes and goals for donor support.
- Establish naming opportunities and identify prospective lead gifts for housing.
- Cultivate new major gift prospects by leveraging current donor base, campus leadership, and engagement with civic and business organizations.
- Leverage vendors for giving and in-kind materials support.
- Establish Equine Advisory Council to provide input on curriculum, internships, job placements, riding teams, and facility and equipment needs.
- Leverage Board and Ambassador members who are connected to the Kentucky equine industry, Equine Advisory Council, Equine Studies alumni, and other equine constituent groups for greater engagement that will lead to increased giving to support equine campaign needs.
- Become more engaged with Kentucky equine organizations, e.g. KEEP, KTA.



GOAL THREE: Grow Giving and Strengthen Donor Relations

Strategy 6: Increase institutional aid through grants

- Prioritize University projects in need of funding.
- Research new, current and past funders appropriate for those projects with a priority on grants with the fewest restrictions.
- Review and research all current funders to explore the potential for strengthening the relationships to provide expanded and future funding.
- Review and research past funders and re-establish relationships where appropriate future funding opportunities exist.
- Increase collaboration between faculty/staff and Advancement to enhance the grant writing process by determining priority needs.

