

**Moravian College**

**2015-2020 Strategic Plan**

**Approved by the Joint Board of Trustees  
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## **The Moravian College 2015-2020 Strategic Plan**

### **Preamble**

The Moravians who founded Moravian College boldly challenged the status quo with a vision of a more humane world rooted in traditional virtues and personal reflection. Moravian College grew out of several Moravian schools that were innovative in their teaching methods and revolutionary in their inclusion of women, the underprivileged, and non-Europeans. Moravian education has always promoted the well-being of students, sought to build healthy local communities, and dared to cross geographical and cultural boundaries. Nurtured by the local community, Moravians have encouraged a global perspective that cherishes mutual respect. Drawing strength from the balance of opposites, Moravian College has also been stimulated by the synergy of contrasting ideas to pursue fresh endeavors rooted in a traditional liberal arts core.

The history of Moravian College offers many examples of convictions and achievements that inspire the 2015-2020 strategic plan. In addition to educating women and learning Native American languages, Moravian educators embraced advances in science and technology. Music and visual arts were integrated into instruction. Moravian College has a proud heritage of educating first generation college students and preparing men and women of all ages for productive and meaningful vocations. This strategic plan now directs the undergraduate college, the theological seminary, and the Comenius Center towards a constantly renewing realization of its heritage.

## Moravian College 2020

From its early roots as the sixth oldest college in America and the first school to educate women, Moravian College has been a pioneer. Rather than simply following the history of others, Moravian College innovates and provides what students and society need most. This revolutionary spirit finds its way into all aspects of the college and transforms the student. Whether in the undergraduate day program, the Seminary, or the Comenius Center, students will have an experience that will forever change who they are and who they will become.

Moravian College's revolutionary student experience is focused on creating a community of learners where students work closely with professors to develop the skills and habits of mind of the liberal arts and integrate them into professional careers through experiential learning. By focusing on the skills of communication, quantitative and qualitative analysis, teamwork and leadership, ethical reasoning, global awareness, and critical thinking, Moravian College prepares students with the transferable skills they will need for any career. A Moravian education is unique in its use of history, the skill of reflection, and the encouragement to be producers. The Moravian practice of writing a personal statement called the *Lebenslauf*, or course of life, is included in the curriculum so that students will learn to reflect on their own lives and the impact they have on others and in the world. The founders of Moravian College were producers as well as educators, so a Moravian education focuses on the production of new knowledge, music, literature, art, and technology. Students put all these skills into practice through undergraduate research, study abroad, internships, co-ops, certificates, and first professional graduate degrees.

By 2020, Moravian College will be a unified institution focused on three areas of service: undergraduate education, graduate education, and professional adult education. All three areas will embrace the skills of liberal arts, experiential learning, and career preparation to provide students with a revolutionary experience that transforms who they are and who they will become in a world of constant change. The College population will be about 2000 undergraduate day students with 10% from international countries, 500 graduate and adult students, and 120 Seminary students.

The Comenius Center's primary focus will be on first professional graduate and undergraduate degrees and certificates that will be available in convenient delivery models so that our alumni and community partners can be retrained effectively. The Seminary will continue to be the beacon for the Moravian faith and will expand its service through distance education to remote areas in this country and internationally. The entire student body and the alumni will take ownership and responsibility for the well being of the institution by remaining engaged in the life and health of their alma mater. The College will be recognized in the Lehigh Valley as the partner of choice for educational issues and will work with local schools, businesses, non-profits, religious communities, civic organizations, and governments to provide educational solutions and expertise. The College will further its mission of diversity and service to aspiring students by being the leader of liberal arts colleges in providing a sustainable and entrepreneurial model of education.

Long before the founding of our great country, Moravian College, led by a fifteen-year-old girl, existed to provide an education never before seen to a group of students who had never been served. It is this revolutionary spirit that we advance in the 21st Century.

# The Moravian College 2015-2020 Strategic Plan

## Mission

Moravian College's liberal arts education prepares each individual for a reflective life, fulfilling careers, and transformative leadership in a world of change.

## Vision 2020

Moravian College will challenge each individual, at all stages of life, with a revolutionary professional educational experience embedded within and strengthened by a liberal arts education in the service of self and community.

Vision Success Measures:

- The mean score of Moravian College for each of the following National Survey of Student Engagement (NSSE) items will be significantly ( $p < .05$ ) above the national mean by 2020.
  - *Which of the following have you done or do you plan to do before you graduate?*
    - *Participate in an internship, co-op, field experience, student teaching, or clinical placement*
    - *Participate in a study abroad program*
    - *Work with a faculty member on a research project*
- Increase the percentage of undergraduate alumni who contribute monetarily from 17% to 25% by 2020.
- Increase the percentage of Seminary alumni who contribute monetarily from 25% to 40% by 2020.
- Increase Moravian College's average on the Alumni Engagement Metric from 2.61 to 4 by 2020.

# Moravian College's Five Strategic Pillars

## Pillar #1: Academic Excellence and Innovation

### Outcome:

Using multiple delivery methods, students at Moravian College are offered outstanding professional and academic experiential learning opportunities that are imbued with the liberal arts and constant reflection that allows them to better understand themselves and their impact on society.

Predicted impact on "Vision 2020":

**Success Measure 1:** By 2020, embed liberal arts in 100% of programs and ensure that reflection is a central learning outcome.

**Success Measure 2:** By 2020, at least 80% of students will answer "Done or in progress" to one of the questions, "Which of the following have you done or do you plan to do before you graduate: Participate in an internship, co-op, field experience, student teaching, or clinical placement." or "Participate in a study abroad program." or "Work with a faculty member on a research project."

**Success Measure 3:** Deliver at least 15 new and continuing educational programs and certificates through online, blended, and face-to-face pedagogies that meet alumni and societal needs by 2020.

## Pillar #2: Growth Through Partnership

### Outcome:

Through qualified partnerships Moravian College provides the opportunities for service learning, community service, internships, co-ops, and other academic endeavors required for "Vision 2020" success.

Predicted impact on "Vision 2020":

**Success Measure:** By 2020, at least 80% of students will answer "Done or in progress" to one of the questions, "Which of the following have you done or do you plan to do before you graduate: Participate in an internship, co-op, field experience, student teaching, or clinical placement." or "Participate in a study abroad program." or "Work with a faculty member on a research project."

### **Pillar #3: A Culture of Community**

**Outcome:**

Moravian College cultivates a sense of community that embraces individual spirit in the service of self and community.

Predicted Impact on “Vision 2020”:

**Success Measure 1:** Increase campus participation in Moravian College community events from 25% to 51% by 2020.

**Success Measure 2:** Increase the number of initiatives that celebrate and reward community and individual achievement from 1 to 3 by 2020.

**Success Measure 3:** Create 3 new programs that educate and instill a sense of responsibility that unites the campus but does not force conformity by 2020.

### **Pillar #4: Enroll and Retain Students and Engage Alumni**

**Outcome:**

Moravian College identifies, enrolls and retains students who aspire to participate in our revolutionary educational experience and establish lifelong relationships within our community.

Predicted impact on “Vision 2020”:

**Success Measure 1:** Grow total FTE enrollment from 1,739 FTE’s to 2,600 FTE’s by 2020.

- Grow undergraduate day enrollment from 1,470 FTE’s to 2,000 FTE’s by 2020.
- Grow Comenius Center non-traditional adult and graduate enrollment from 180 Calculated FTE’s to 500 Calculated FTE’s by 2020.
- Grow Seminary enrollment from 53 FTE’s to 65 FTE’s by 2020.

**Success Measure 2:** Increase the freshman-to-sophomore retention rate from 79% to 90% by 2020.

**Success Measure 3:** Increase the Alumni Engagement Metric mean from 2.61 to 4.00 by 2020.

## **Pillar #5: Entrepreneurial Stewardship**

### **Outcome:**

Moravian College generates the resources to fund new initiatives that are consistent with the strategic plan while preserving the integrity of the mission and improve the financial strength of the College.

Predicted impact on “Vision 2020”:

**Success Measure 1:** Increase the resources available for strategic initiatives from \$0 annually to \$1,000,000 annually by 2020.

**Success Measure 2:** Implement a robust iterative prioritization process that drives the annual allocation of resources from 0 to 100% of departments/programs prioritized by 2020.

**Success Measure 3:** Improve the College’s Standard and Poor’s credit rating from A- (Negative Outlook) to A- (Positive Outlook) by 2020.



<b>Strategic Plan Success Measures</b>	<b>2014/15 Actuals</b>	<b>2020 Goals</b>	<b>% Change</b>
<b>Pillar 1:</b>			
Embed liberal arts in programs and ensure that reflection is a central learning outcome.	Not available	100%	N/A
Students will answer "Done or in progress" to one of the questions, "Which of the following have you done or do you plan to do before you graduate: "Participate in an internship, co-op, field experience, student teaching, or clinical placement." or "Participate in a study abroad program." or "Work with a faculty member on a research project."	Not available	80%	N/A
Deliver new and continuing educational programs and certificates through online, blended, and face-to-face pedagogies that meet alumni and societal needs.	0	15	150%
<b>Pillar 2:</b>			
Students will answer "Done or in progress" to one of the questions, "Which of the following have you done or do you plan to do before you graduate: "Participate in an internship, co-op, field experience, student teaching, or clinical placement." or "Participate in a study abroad program." or "Work with a faculty member on a research project."	Not available	80%	N/A
<b>Pillar 3:</b>			
Campus participation in Moravian College community events will increase.	25%	51%	104%
The number of initiatives that celebrate and reward community and individual achievement will increase.	1	3	200%
Create new programs that educate and instill a sense of responsibility that	0	3	300%

unites the campus but does not force conformity.			
<b>Pillar 4:</b>			
Grow total FTE enrollment.	1,739	2,565	47.5%
Undergraduate day FTE's:	1,470	2,000	36%
Comenius Center non-traditional adult and graduate calculated FTE's:	180	500	178%
Seminary FTE's:	53	65	23%
Increase freshman-to-sophomore retention rate.	79%	90%	14%
Increase the Alumni Engagement Metric mean.	2.61	4.00	53%
<b>Pillar 5:</b>			
Increase the annual resources available for strategic initiatives.	\$0	\$1,000,000	1,000,000%
Implement a robust iterative prioritization process that drives the annual allocation of resources with an increased percentage of departments/programs prioritized.	0	100%	100%
Improve the College's Standard and Poor's credit rating.	A- (Negative Outlook)	A-(Positive Outlook)	N/A
<b>Operational Indicators</b>	<b>2014/15 Actuals</b>	<b>2020 Goals</b>	<b>% Change</b>
Fall Term Day College Enrollment (headcount)	1,501	2,000	33%
Fall Term Day, CC, Sem. FTE	1,739	2,565	47.5%
Fall Term Applications Received	1,535	2,500	63%
Fall Term Freshman Deposits Received	385	525	36%
Freshman Day Acceptance Rate	86%	72%	-16%
Fall Term College Freshmen (headcount)	386	485	26%
Fall Term College New Transfer Students (headcount)	130	160	23%
Fall Term College Resident Students (headcount)	1,047	1,575	50%
Fall Term College Commuter Students (headcount)	453	425	-6%
College Fall-to-Fall Freshman to Sophomore Retention	79%	90%	14%
Fall Term College Discount Rate	45.8%	40.0%	-12.7%
Four Year Graduation Rate	66% (2008 Cohort)	79%	20%

<b>Six Year Graduation Rate</b>	<b>69% (2008 Cohort)</b>	<b>82%</b>	<b>19%</b>
<b>International Student Population</b>	<b>3.18%</b>	<b>12.00%</b>	<b>277%</b>
<b>Undergraduate Tuition</b>	<b>\$35,991</b>	<b>\$40,000</b>	<b>11%</b>
<b>Net Undergraduate Tuition</b>	<b>\$27,336,624</b>	<b>\$45,591,563</b>	<b>67%</b>
<b>Fall Term Seminary FTE</b>	<b>53</b>	<b>65</b>	<b>23%</b>
<b>Net Seminary Tuition</b>	<b>\$607,848</b>	<b>\$745,222</b>	<b>23%</b>
<b>Calculated Comenius Center FTE**</b>	<b>180</b>	<b>500</b>	<b>178%</b>
<b>Number of graduate programs</b>	<b>6</b>	<b>10</b>	<b>67%</b>
<b>Net Comenius Center Tuition</b>	<b>\$3,128,314</b>	<b>\$8,579,975</b>	<b>174%</b>
	<b>As of October 31, 2014</b>	<b>End of Year</b>	
<b>Endowment</b>	<b>\$96,919,991</b>	<b>\$120,000,000</b>	<b>24%</b>
	<b>As of October 31, 2014</b>	<b>End of Year</b>	
<b>Total College Giving</b>	<b>\$1,070,636</b>	<b>\$6,500,000</b>	<b>N/A</b>
<b>College Alumni Donors</b>	<b>659</b>	<b>4,187</b>	<b>N/A</b>
<b>Projected College Alumni Participation</b>	<b>18%</b>	<b>25%</b>	<b>N/A</b>
<b>Moravian Scholarship Fund</b>	<b>\$151,716</b>	<b>\$1,200,000</b>	<b>N/A</b>
<b>Total Seminary Giving</b>	<b>\$76,706</b>	<b>\$672,000</b>	<b>N/A</b>
<b>Seminary Alumni Donors</b>	<b>57</b>	<b>230</b>	<b>N/A</b>
<b>Seminary Alumni Participation</b>	<b>9%</b>	<b>40%</b>	<b>N/A</b>
<b>Seminary Unrestricted Annual Fund</b>	<b>\$72,849</b>	<b>\$350,000</b>	<b>N/A</b>
<b>*** not yet available</b>			
<b>Projected- not to be published</b>			
<b>**Calculated FTE Explanation- For the Calculated FTE add together the Fall, Spring, and May, Summer I, Summer II, and all four Accelerated Nursing FTEs and divided by two. This makes the Comenius Center year round programs more easily comparable to the Day College Fall enrollment numbers. 180 is the final Calculated FTE for 2013-14. The final number for 2014-15 won't be available until October 2015. The Calculated FTE for 2014-15 as of Fall plus Accelerated Nursing I and II is 108. This is calculated by academic year.</b>			