Collaboration Between Institutional Effectiveness & Strategic Planning

Dr. Melanie Bishop, AVP Graduate Affairs

Dr. Tim Delicath, Dir Institutional Effectiveness & Research

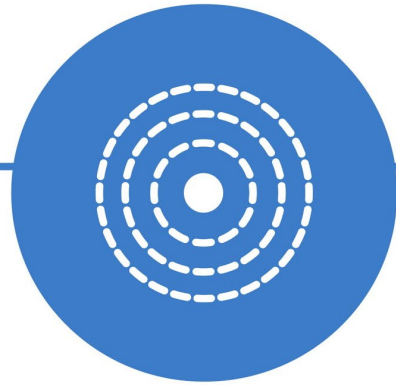Missouri Baptist UNIVERSITY

TRANSFORMATIONAL STUDENT EXPERIENCES

Create Inspiring Learning Environments

Retain More Students

Remove Roadblocks to Student Retention

Integrate Calling & Vocation Across the Curriculum

ADVANCING OUR INFLUENCE

Grow Enrollment

Expand Giving

Gather & Leverage Outcomes Data
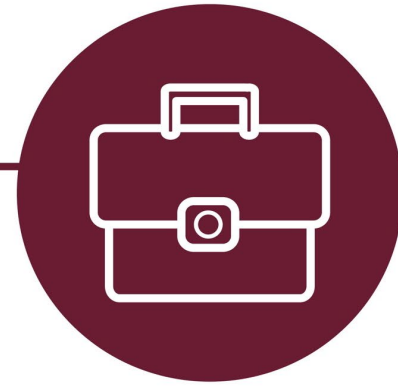
Clarify Identity & Story

THRIVING FINANCIAL FUTURE

Invest in Comprehensive Student Success

Increased Net Revenue

Optimize Program & Experience Mix

Build & Enhance Strategic Partnerships

EMPOWERING OUR PEOPLE
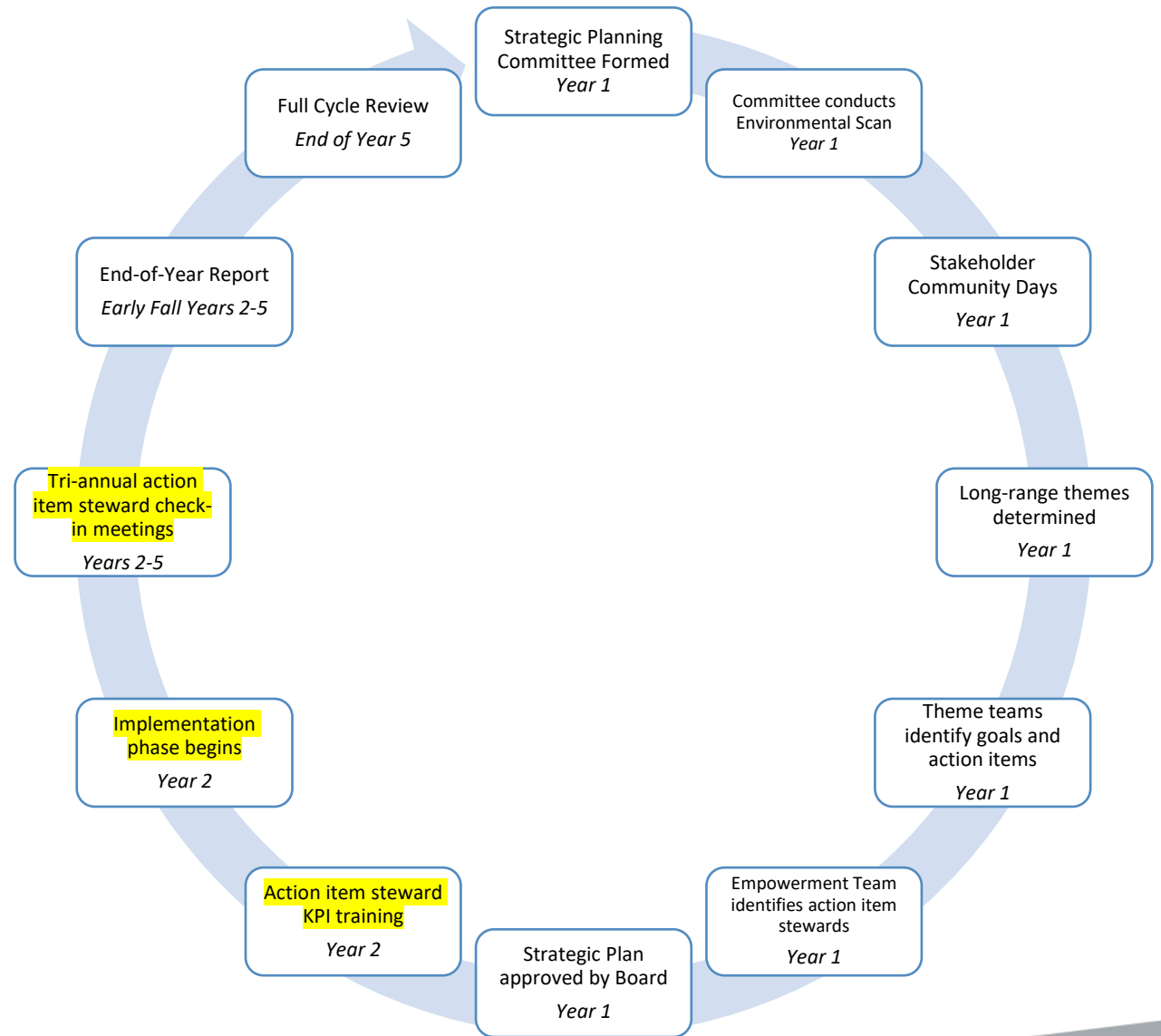
Build Leadership Capacity

Attract & Retain Great Team Members

Promote a Culture of Care, Belonging, and Community

Train & Deploy Human Resources Effectively

Long Range Strategic Planning Process

Director of OIER is part of the highlighted meetings and phases.

6. Empowerment Team identifies action item stewards | *Year 1*

7. Strategic Plan approved by Board | *Year 1*

8. Action item steward KPI training | *Year 2*

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mobap.edu/strategic-plan

Strategic & Operational Documents

Strategic Documents - planning tools to ensure specific points of guidance in the planning process.

Document Title	Components	Timing	Responsible Employee
Strategic Plan	Foundational – mission, vision, values, & purpose	Strategic planning is a 5-year process. The current plan will end in May 2026. A new planning process will begin in Summer 2026.	President & Empowerment Team
	Concept Map – themes & goals		
	*Implementation Plan – themes, goals, action items, stewards, KPIs		
Strategic Plan End-of-Year Report	Executive Summary	Due in early fall	President & Empowerment Team Lead
	Previous Year's Highlights		
	Progress and assessment of themes, goals, action items and KPIs		
Strategic Plan Full Cycle Review	Foundational – mission, vision, values, & purpose	Due at the end of 5-year cycle	President & Empowerment Team Lead
	Concept Map – themes & goals		
	Report on the achievement of the plan		
	Review of the effectiveness of the planning process		

*Internal document

Operational Documents - department level planning-related assessment demonstrating institutional effectiveness.

Document Title	Components	Timing	Responsible Employee
Annual Departmental Review – Academic Areas	Overview	Due mid-October	School/Division Level Leader
	Outcomes		
	Programs		
	Faculty – PD, Scholarship, & Productivity		
	Perceptions		
	Resources		
	SWOTs		
Annual Departmental Review – Non-Academic Areas	Overview	Due mid-October	Department Level Leader
	Programs & Processes		
	Professional Development		
	Resources		
	SWOTs		

Strategic & Operational Documents

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[Annual Planning Cycle](#)

Annual Planning Cycle

October
Division/Department leaders submit annual report from previous academic year

November
Cabinet members use annual reports to confirm strategic plan goals, initiatives, and assessment measures

December
Departments submit budget requests for next academic year

February
Budget Approved

March - July
Division/Department Leaders and Cabinet Members collect data on assessment measures

August
End-of-Year Report completed by President or designess

Annual Planning Cycle

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[Budget & Planning Year Calendar](#)

Budget and Planning Year Calendar

Month	Events
July	• Begin Budget Year • Strategic Plan Annual Report Due
August	• Begin Strategic Plan Year
Sept	
Oct	• Annual Reports (Division & Departmental Effectiveness/Assessment Plans) due • Review actual vs. projected enrollment to determine budget modifications as needed
Nov	
Dec	• Budget Hearings - Cabinet will conduct with each department head
Jan	• Executive Cabinet finalizes proposed budget
Feb	• Budget proposed to Board of Trustees
March	
April	• Approved budgets sent to department heads. • Contracts issued to full-time faculty
May	• End Strategic Plan Year
June	• Letters of Employment issued to full-time staff • End Budget Year

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SharePoint

MBU Strategic Plan   TRANSFORMATIONAL STUDENT EXPERIENCES (TSE)   ADVANCING OUR INFLUENCE (AOI)   THRIVING FINANCIAL FUTURE (TFF)   EMPOWERING OUR PEOPLE (EOP)

MBU Strategic Plan
Private group

+ New   Page details   Analytics

Pending a

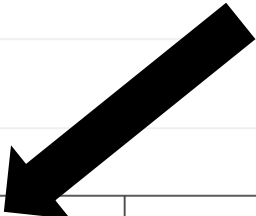| Transformational Student Experiences	Advancing Our Influence	Thriving Financial Future	Empowering Our People
Creating Inspiring Learning Environments	Grow Enrollment	Invest in Comprehensive Student Success	Build Leadership Capacity
Retain More Students	Expand Giving	Increased Net Revenue	Attract & Retain Great Team Members
Remove Roadblocks to Student Retention	Gather & Leverage Outcomes Data	Optimize Program & Experience Mix	Promote a Culture of Care, Belonging, and Community
Integrate Calling & Vocation Across the Curriculum	Clarify Identity & Story	Build & Enhance Strategic Partnerships	Train & Deploy Human Resources Effectively

The strategic plan contains 78 key performance indicators that measure progress toward the 16 goals. The progress toward each KPI is organized in a four-tier measurement system. Green indicates completion or excellent progress; yellow indicates satisfactory progress to date; red indicates slow progress or a delay, and gray indicates KPIs that will be implemented later in the course of the plan.

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Remove Roadblocks to Student Retention (TSE 3)

SHINE ON

+ New ∨   ⚙ Page details   📊 Analytics

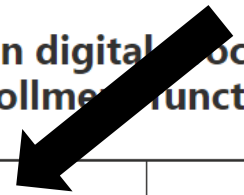| [Transformational Student Experiences (TSE) 3.1](#)	[Transformational Student Experiences (TSE) 3.2](#)
Invest in digital processes that streamline student services, including business office, financial services and enrollment functions.	Enhance support systems and structures that respond to the students' emerging intellectual, spiritual, physical and social needs.

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MBU Strategic Plan   Transformational Student Experiences (TSE)   Remove Roadblocks to Student Retention (TSE 3)

TSE 3.1

+ New ∨   ⚙ Page details   📊 Analytics

TSE 3.1 - Invest in digital processes that streamline student services, including business office, financial services and enrollment functions

KPI TSE 3.1.1	KPI TSE 3.1.2
Research and implement payment plan solution that allows students to electronically sign up for and manage outstanding balances. Once implemented find the current baseline of student acceptance of payment plans and increase adoption each year.	Establish a team to determine the obstacles to students being able to electronically enroll in classes. Once obstacles are identified come up with plans and processes to eliminate those obstacles allowing students to electronically register for classes.

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SharePoint

MBU Strategic Plan   TRANSFORMATIONAL STUDENT EXPERIENCES (TSE)   Remove Roadblocks to Student Retention (TSE 3)   Remove Roadblocks to Student Retention (TSE 3.1)

TSE 3.1.1

+ New ⌄   ⚙ Page details   📊 Analytics

Invest in digital processes that streamline student services, including business office, financial services and enrollment functions

- Research and implement payment plan solution that allows students to electronically sign up for and manage outstanding balances. Once implemented find the current baseline of student acceptance of payment plans and increase adoption each year.

KPI Progress Update:

We have currently selected Nelnet as our payment plan solution. We are in the early stages of implementing the product. The goal is to have the payment plan solution in place by the summer of 2022.

KPI Status

Status ⌄	Attachments ⌄
Yellow	

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Q&A

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