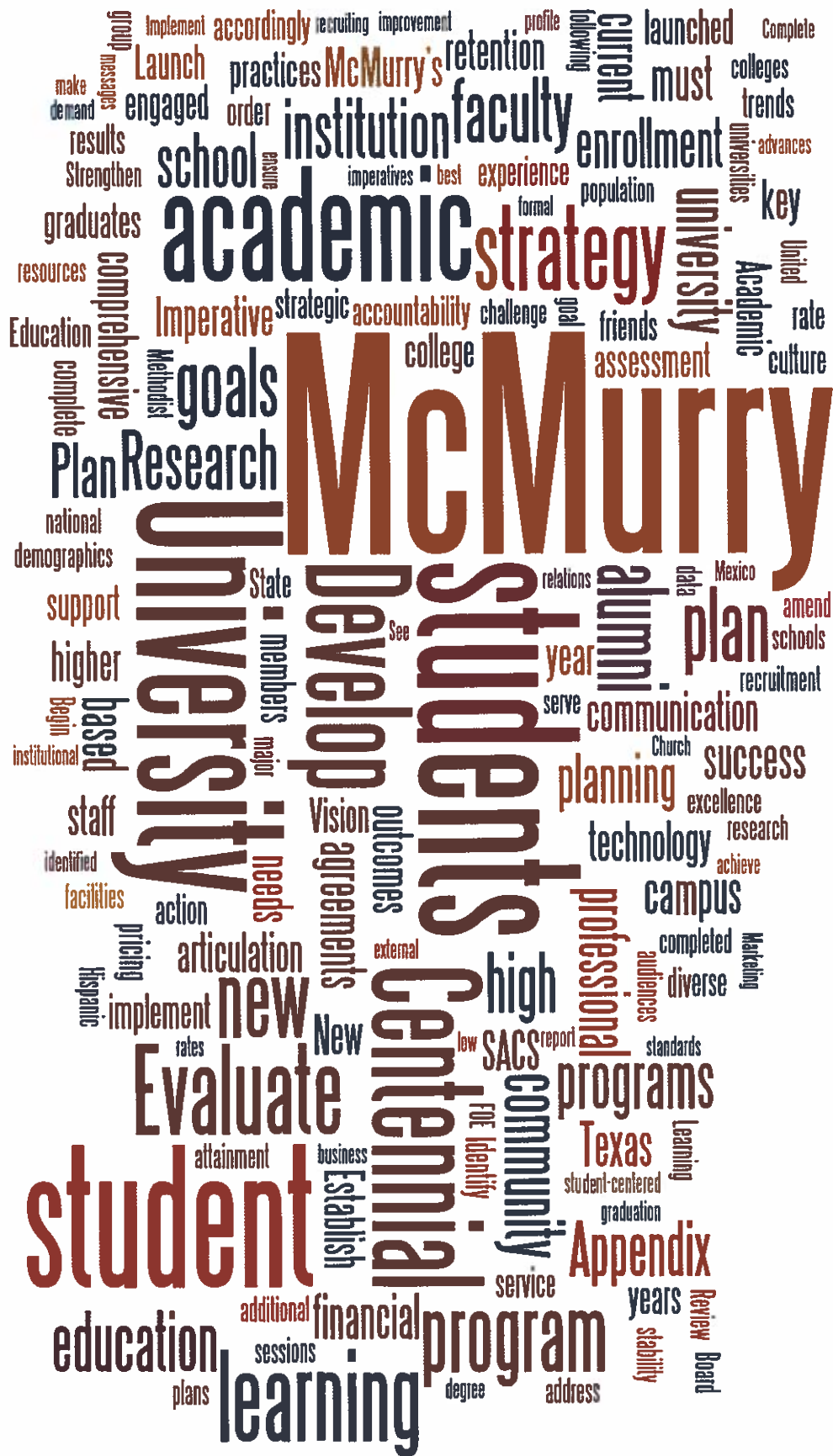


McMURRY MOMENTUM

GROUNDING IN HISTORY-SOARING TO THE FUTURE

THE STRATEGIC PLAN 2014-23







“For I know the plans I have for you ... to give you hope.”
Jeremiah 29:11

The Centennial Vision

McMurry University aspires to be an affordable, student-centered academic institution manifesting an approach to learning that empowers individuals and prepares them to deal with complexity, diversity, and change. McMurry will continue to claim its church-related identity that affirms that God’s grace and a life of service are foundational for all persons. At its Centennial, McMurry will continue to be primarily a baccalaureate granting learning community and will serve both traditional-aged (18-24 years) and adult learners. McMurry graduates will be expected to be servant leaders and to contribute to our multifaceted society in meaningful ways. With a consistent enrollment of at least 1,350 students, McMurry will be known for the excellence and integrity of its programs and the academic and professional success of its students, graduates, and faculty. The University will be acknowledged nationally as a community engaged campus.

Our Identity

McMurry University is:

- A student-centered undergraduate institution that is relationship-based and is focused on learning and undergraduate research as well as scholarly and creative activity.
- An inclusive United Methodist institution emphasizing the opportunity for spiritual reflection and growth.
- An academic community focused on service and community and student engagement, which is informed by the principles of servant leadership.

Characteristics of McMurry University in 2023

McMurry University will exhibit the following characteristics at its Centennial:

- Financial stability with the capacity to withstand any cyclical and economic downturns
- High academic standards
- A diverse student body with a propensity to learn
- An understanding and demonstration of Christian principles and values and a nurturing environment supportive of spiritual growth
- A culture of responsibility and accountability
- Cutting edge programs/experiences to help students envision the future beyond the attainment of a baccalaureate degree
- An opportunity to engage in creative experiences
- An engaged, highly qualified, student-centered faculty and staff
- Supportive and engaged alumni
- Significant local, community, and academic discipline engagement
- A well respected scholar athlete program
- First rate facilities, equipment, technology, and campus



The Centennial Imperatives

McMurry will fulfill this vision by identifying and implementing Centennial Imperatives that transform the University both internally and in relation to external constituencies.

While the initial discussions generated many imperatives for the university to address by its Centennial, the deliberations that occurred during the regional planning sessions highlighted student success, enrollment, and financial stability as the three imperatives that must be achieved in the next three years (2014-2017) in order for McMurry University to realize its Centennial Vision. The following are the three Centennial Imperatives upon which all activity for the next three years must be focused:

Imperative 1: Advance Academic Excellence while Enhancing Student Success.

Imperative 2: Recruit, Retain, and Graduate a diverse and engaged student body with the propensity to learn.

Imperative 3: Solidify McMurry's financial stability through establishing a culture of assessment, accountability, investment, and stewardship that holds all faculty, staff, board members, alumni, and friends of the university to standards of professional excellence and personal responsibility.

Learning and Serving

The core mission of an institution of higher education is to enhance learning. 21st century core competencies that blend communication skills and technological prowess with the principles of servant leadership will be the foundation of the McMurry University academic program in its second century. Thus, this Academic Excellence Centennial Imperative is essential to the university's future.

Imperative 1: Advance Academic Excellence while Enhancing Student Success

- Develop and implement an Academic Plan that establishes academic priorities, refreshes and strengthens (or eliminates) existing programs, strengthens the coherence and rationale of the general education program, creates new programs that are in high student demand, generates value added program initiatives (such as common learning experiences, writing intensive courses, collaborative assignments/projects, experiential learning, and internships) and produces plans for gaining professional accreditations and internationalizing the campus. The research and scholarly expectations for faculty will also be delineated in the Plan.
- Research, evaluate, and implement a technology philosophy and a Digital Learning Initiative plan, in conjunction with the Academic Plan described above, that enhances the student experience and improves student access, success, and retention.
- Strengthen and promote the ecumenical character of the McMurry ethos by providing opportunities for reflection, dialogue, and spiritual growth.
- Support service learning in all its forms.
- Create and maintain a well-respected scholar-athlete program.



Relating

The Centennial Imperative below describes the primacy that needs to be placed on recruiting and retaining McMurry students, with the ultimate goal of increasing students' success. As confirmed in the alumni attitude survey conducted in 2014, a key strength of the McMurry University experience is the relationship between its students and other members of the McMurry community, particularly its faculty. That relational strength needs to be preserved and nurtured.

Imperative 2: Recruit, Retain, and Graduate a diverse and engaged student body with the propensity to learn.

- Create an environment and educated culture to emphasize campus-wide recruitment and retention efforts such that recruitment and retention goals are consistently met.
- Strengthen the First Year Experience at McMurry.
- Forge partnerships and agreements in the Greater Abilene Area, with the purpose of enhancing the Dyess connection, expanding learner markets through programming and scheduling, and increasing the breadth and depth of articulation agreements with community colleges, graduate schools, and professional schools.
- Enhance the connection with The United Methodist Church to achieve increased student recruitment and to graduate effective lay and clergy leaders.
- Provide high quality, student-centered learning experiences that engage students holistically in order to cultivate and strengthen success.
- Attain the Hispanic Serving Institution status.
- Ensure that the services necessary to support a diverse student population, many of whom will be first generation college students, are in place and strong.
- Develop programs that facilitate alumni and student networking and mentoring in order to serve the professional formation and continued success of current students and graduates.
- Develop a pricing policy and long-term goal regarding institutional financial aid such that the McMurry experience can be affordable to its constituents.
- Minimize student borrowing and ensure that students who do borrow take out the best available loan.
- Recruit, retain, and reward highly qualified, diverse, and engaged faculty and staff members, whose concern about student well-being and development is central to their personal educational missions.



Thriving

To achieve the imperatives described above, the institution must decide it is going to thrive in its second century of existence—not simply survive. Therefore, the following imperative is designed to provide the image, administrative practices, facilities, and resources that will ensure a university devoted to continuous, disciplined improvement -- even after it achieves its aspiring vision.

Imperative 3: Solidify McMurry’s financial stability through establishing a culture of assessment, accountability, investment, and stewardship that holds all faculty, staff, board members, alumni, and friends of the university to standards of professional excellence and personal responsibility.

- Transform the image of McMurry both internally and externally to reflect the excellence of its student body, faculty, and alumni.
- Review current policies and practices, identify industry-wide best practices, and recommend necessary changes to achieve the above imperative.
- Formulate and communicate McMurry’s New Culture of Employee Accountability.

- Develop a distinctive, functional, and sustainable campus guided by continuous, criteria-driven assessment of facilities and technology needs and supported by strategic financial planning and property acquisition.

- Develop a strategy for campus programming and staffing during the summer months to ensure optimum use of campus resources.



- Conduct a self-study of the needs, actions, and responsibilities related to assessment at all levels of the institution.
- Promulgate an extended conversation of continual self-improvement across the campus.
- Determine the extent to which the various units in the institution have achieved their goals so that action plans towards institutional improvement can be monitored appropriately.
- Develop strategic financial goals in support of the mission of the university, in support of services offered by the university, in obtaining a market-oriented perspective, and in pricing, all of which contribute to long-term financial viability.
- Establish a strategy that provides a pipeline of volunteers who can be meaningfully engaged in the work of the university.
- Develop comprehensive campaign case statements that will provide appropriate resources to fund the priorities of McMurry at the Centennial.

In order to achieve the Centennial Vision and its accompanying imperatives, the McMurry University community must commit to the creation of a philanthropic spirit and the discipline to implement the key actions outlined above.

The rich history of McMurry University with its dedicated Board of Trustees, alumni, faculty, staff, students, and community friends will collaborate to make the Centennial Vision a reality.

