

# STRATEGIC PLAN

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## MISSION:

*To develop whole persons through scholarship, participation and service.*

Foundational Mission Documents:

- Statement of Mission and Identity
- Ideal McPherson College Graduate

## MARKET NICHE:

Career Oriented Liberal Arts

## VISION:

To be regarded by our students and all our constituencies as the leading liberal arts, church related higher education institution in Kansas for:

- academic preparation for pursuit of career or graduate study
- quality and variety of participation experiences
- breadth of opportunities for service and spiritual exploration
- personalized career oriented services
- graduates that are highly desired as employees, professionals, entrepreneurs and ethical community members
- faculty, staff and student interaction

## STRATEGIES:

1. Provide viable academic programs consistent with College mission and market niche.
2. Build College enrollment.
3. Build College financial strength.
4. Enhance campus life.
5. Create a campus employment environment characterized by productivity and adaptability in addition to personal and professional growth.
6. Build strong relationships with off-campus stakeholders.

M C P H E R S O N C O L L E G E

## STATEMENT OF MISSION AND IDENTITY

McPherson College is a vibrant community of persons from diverse faiths and cultural backgrounds committed to its mission: *To develop whole persons through scholarship, participation and service.*

Chartered in 1887 by leaders of the Church of the Brethren, McPherson College has a long history of providing excellent liberal arts and career-oriented education shaped by the essential values of its founding denomination. The Church of the Brethren is a Christian denomination founded in Germany in 1708. It accepts the New Testament as the rule of faith and emphasizes the inherent value of all persons, the communal discernment of truth, the necessity of putting faith into action, and the biblical calls to simplicity, non-violence, non-conformity and transformation through education. Brethren strive to “continue the work of Jesus – peacefully...simply...together.”

McPherson College’s programs integrate career guidance and practical experiences into a traditional liberal arts curriculum that upholds the highest standards of academic excellence. Our goal is to help students discern a vocational call consistent with their gifts and interests and to prepare them for a life of meaningful work.

Community is central to McPherson College. We affirm diversity within the community, emphasizing unity and acceptance rather than judgment and rejection. Because we believe that the pursuit of truth is a collective endeavor, and that the point of scholarly learning is to advance the common good, McPherson College aspires to be a healthy community of learning where whole persons nurture and balance their physical, intellectual, and spiritual components; develop and live in respectful, reciprocal relationships with others; and are committed to responsible service to the world.

To accomplish our mission, McPherson embraces the ideals of *scholarship, participation and service.*

**Scholarship.** All absolute Truth is God’s Truth and humankind must labor diligently in the pursuit of truth we can know; thus, McPherson College upholds the highest standards of academic excellence. Faculty strive to teach students to think critically and independently, to communicate clearly and effectively, to integrate knowledge across the disciplines, and to assess the value conflicts in issues. This is done without coercion, letting the evidence lead the search, and with respect for the consciences and value differences of others.

**Participation.** Students apply knowledge, practice skills, and deepen and broaden their understanding of themselves and others through active participation in diverse learning experiences. A smaller community requires greater participation from its members. For these reasons, McPherson College is committed to being a small college and encouraging student participation in a variety of activities.

**Service.** God’s love is personified in the life of Jesus who came to serve the world. Through works of peacemaking and compassion, humanity responds to God’s love and becomes an instrument of God’s servanthood in the world. Therefore, McPherson College emphasizes service to others, encouraging all members of its community to give selflessly of themselves to others.

## THE IDEAL MCPHERSON COLLEGE GRADUATE

McPherson College's general education program provides an opportunity for the development of a life-long learner who...

1. Speaks and writes clearly and effectively;
2. Acquires and evaluates information;
3. Understands and is able to use mathematical properties, processes, and symbols;
4. Understands religion and spiritual traditions as a quest for human identity and has examined his/her own beliefs;
5. Understands the concept of holistic health and is conscious of his/her physical, emotional, and spiritual well-being;
6. Understands the cultural diversity of our global community;
7. Assesses value conflicts in issues and makes informed ethical decisions;
8. Understands the role of service and peace-making in the historical context of McPherson College and the Church of the Brethren;
9. Integrates knowledge and experience with exploration and choice of career;
10. Appreciates the arts and literature and is able to make informed aesthetic responses;
11. Understands his/her relationship to the physical and biological world and the methods of science;
12. Understands the economic, social, and historical contexts of society;
13. Thinks critically and creatively;
14. Demonstrates the appropriate use of technology within his/her academic discipline.

M C P H E R S O N C O L L E G E

INDICATORS

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09		2009-10	2010-11
							Goal	Actual	Goal	Goal
<b>Student Enrollment</b>										
Total Full Time	341	386	424	426	468	498	485	509	520	560
New	127	193	164	180	177	180	200	200	210	210
Freshmen	76	133	115	107	116	134	155	135	165	165
<b>Average ACT - Incoming</b>	21.1	21.2	21.0	21.9	22.0	21.9	22	22	22	22
<b>Conditional Admittances</b>	19%	9%	7%	4%	5%	2%	3%	4%	3%	3%
<b>Tuition &amp; Fees</b>	\$13,344	\$14,090	\$14,646	\$15,160	\$15,775	\$16,400	17,200	17,200	TBD	TBD
% Increase	4.9%	5.6%	3.9%	3.5%	4.0%	3.90%	4.80%	4.80%	TBD	TBD
<b>Fall to Fall Retention</b>										
<b>Total</b>	71%	78%	72%	75%	78%	76%	75%	77%	78%	80%
<b>Freshmen</b>	68%	71%	63%	67%	66%	66%	68%	69%	70%	72%
<b>Fall to Spring Retention</b>	89%	92%	89%	94%	95%	80-85%	92%		92%	92%
<b>Student:Faculty Ratio</b>	9:1	10:1	11:1	11:1	12:1	13:1	14:1	14:1	15:1	15:1
<b>Annual Internship %</b>	40%	47%	43%	49%	49%	40%	40%		40%	40%
<b>Graduation Internship %</b>	80%	93%	88%	87%	91%	85%	85%		85%	85%
<b>Co-Curricular Participation %</b>		88%	93%	87%	81%	85%	85%		85%	85%
<b>Service Participation %</b>		64%	49%	69%	66%	60%	60%		60%	60%
<b>Job Placement - 6 mo.</b>	83%	72%	84%	NA	TBD	80%	80%		80%	80%
<b>Graduate School - 6 mo.</b>	89%	100%	100%	NA	TBD	85%	85%		85%	85%
<b>Annual Fund Gifts</b>	\$522,000	\$735,000	\$758,000	\$1,000,000	\$950,000	\$930,000	\$930,000		\$930,000	\$930,000
<b>Total Alumni Making Gifts</b>	1749	1785	1661	1570	1556	1750	1800		1850	1850
<b>Endowment to Operations</b>	2.62	2.62	2.69	2.68	2.90	2.44	2.75		2.75	2.75
<b>Freshman to Sophomore Retention</b>										
	Fall 1998	Fall 1999	Fall 2000	Fall 2001	Fall 2002	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007
<b>Freshman to Sophomore Retention</b>	60%	45%	48%	61%	66%	71%	63%	66%	66%	69%
<b>6 Year Graduation Rates</b>	36%	26%	26%	40%	39%	47%	47%			

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Career-Oriented Liberal Arts