



Implementation Using a Community Approach

MC attempted to implement *Community by Design* similar to the planning process. Although there was much progress made the following are suggested enhancements to the implementation process:

- Improved communication from the President’s office across campus on implementation progress
- Work with campus leaders to ensure more broad-based participation
- Utilize the KLC process to work through the initiative, *Develop and Implement a Vision and 20-Year Residential Life Plan*.
- Continue focusing initiatives around pilot projects or experiments to try out an approach
- Celebrate successes more often across campus
- Engage students in more discussions around strategic initiatives
- Integrate the implementation work into the campus operation
- Continue to diagnose the big challenges

Implementation will continue to utilize the adaptive leadership framework as the campus continues to work with the Kansas Leadership Center. This year we will continue our discussion with KLC on the future of our residential campus. In addition, each initiative will utilize an experiment during its launch to test the idea. Initiatives will focus on giving the campus space (when needed) to answer questions, conduct research, provide time for discussion, make plans and then act. Information will be shared regularly in email updates, campus meetings and huddles.

2017 Priorities

For the upcoming year, MC continues to implement priorities around: *Nurture E Faculty and Develop Attractive Academic Programs; Create Systematic Approach to Experiences Supporting Career Success; Implement New Tuition Pricing Model; Develop and Implement a Vision and 20-year Residential Life Plan and Execute a Plan to Build a \$1B Endowment Through Planned Giving.*

One initiative was postponed, *Introduce Campus Education Program*, as we work to onboard our new Director of Public Relations and get our communications operation stabilized this year. This initiative will begin next year. And one initiative was added for the upcoming year, *Launch a Plan to Engage Young and New Friends*.

COMMUNITY by DESIGN 2021											
PRIORITIES	PROJECTS	FY 2017		FY 2018		FY 2019		FY 2020		FY 2021	
		FA16	SP17	FA17	SP18	FA18	SP19	FA19	SP20	FA20	SP21
Nurture E Faculty and Develop Attractive Academic Programs	Implement Plans for the <i>Road to 1500 Students</i> : By 2021 Increase Enrollment (750FTE) and Retention (75% FA to FA)	(Color-fill the months to indicate the project's duration.)									
Design and Articulate the McPherson College community	Design a Common General Education Experience										
	Create Systematic Approach to Experiences Supporting Career Success										
	Implement New Tuition Pricing Model										
	Introduce Campus Education Program										
Plan and Build Facilities that Nurture, Welcome and Sustain a Growing Community	Develop and Implement a Vision and 20-Year Residential Life Plan										
	Complete Phase One for Campus Entry										
Engage the McPherson College Constituency to build a \$1B Endowment	Implement Comprehensive Capital and Maintenance Plan										
	Execute a Plan to Build a \$1B Endowment Through Planned Giving										
	Launch Plan to Engage Young and New Friends										

Below are details on priorities for fiscal year 2018 based on the Community by Design 2021 strategic plan. The highlighted initiatives are initiatives in progress for the upcoming year. In addition, specific individual plans have been drafted for each initiative in play for the year.

Nurture entrepreneurial faculty and develop attractive academic programs

Combine E faculty and growth initiatives in planning documents—nurture entrepreneurial faculty and develop attractive academic programs (define the academic program growth work, which will start to define entrepreneurial faculty expectation; then develop the environment/resources).

1. Create expectations and develop the time and resources for entrepreneurial faculty to support growth.

2018 Action: NO ACTION

2. Grow academic programs modeled after recent program successes.

2018 Action: Year two of implementation will be focused on supporting academic areas with strategic planning; aligning our admissions operations with academic department planning; and defining the relationship between academic strategic planning and program reviews. **2018 Goal:** At least two additional academic programs complete strategic plans; documented relationship between academic strategic planning and program reviews.

Design and articulate the McPherson College community

1. Create a common experience around a global theme within the general education curriculum.

2018 Action: NO ACTION

2. Create experiences that support career success and are connected with curriculum.

2018 Action: The Enterprising MC Student model will be used with students and refined with feedback from faculty. The model will focus on engaging students who are not currently involved in some type of career experience and keeping our involved students focused on preparation to ensure career placement. Feedback through next year will be used to improve the model in 2018. **2018 Goal:** 95% job/graduate school placement; 50% internship placement; and new data reporting from the Enterprising MC Student Model.

3. Redefine the tuition revenue model to ensure affordability and institutional revenue.

2018 Action: Planning is in place and six students have been selected for fall 2017. The one-hour financial planning workshop has been created and other coordination is in place with the career services office. Year one of the project will include students in six different economic situations and academic levels. Data collected will be used to inform the next year's program, which will include 15-20 students. If the project gets off the ground as projected this fall, this initiative should be back on track for successful completion in the next four years. **2018 Goal:** Six students enrolled in the Student Debt Project; five of six students successfully complete year one; new data to inform 2018-19 Student Debt Project.

4. Develop an ongoing campus education program that communicates our values and engages the campus community in important challenges to executing plans.

2018 Action: NO ACTION

5. Create a long-term vision for residential life.

2018 Action: A student experience framework will be developed by the campus to provide a guide for creating the long-term vision for our residential campus. Next year's focus will be on applying the student experience framework to living and community spaces, as well as student life programming that encourages deeper engagement. **2018 Goal:** Student Experience Framework in place; new initiatives created to impact living space and student life programming.

Plan and build facilities that nurture, welcome and sustain a growing community

1. Create a phased master plan that will accommodate growth.

2018 Action: A comprehensive campus entry plan will be developed (including a new student center), as well as an updated campus master plan. The campus will work together to provide some initial feedback on modifications to the existing campus plan, including the new student center. **2018 Goal:** Campus master plan approved by the board of trustees, including a master entrance and student center plan.

2. Campus Entry

2018 Action: INITIATIVE COMPLETED

Engage the McPherson College constituency to build a \$1 billion endowment

1. Create a plan to build a \$1 billion endowment through extensive planned-giving efforts.

2018 Action: Interviews with constituents will start in late summer/early fall. Progress will be reported to the campus and a new strategy for planned giving implemented in July 2018. **2018 Goal:** Complete 20 interviews; over \$100M in estate commitments.

2. Engage young alumni and new friends in the tradition of “Bulldog Pride.”

2018 Action: A comprehensive plan is in place to utilize social media, a student ambassador program, prospective student referral program, affinity areas like teacher education, expanded personal visits, targeted events, and enhanced Power Day to engage alumni. **2018 Goal:** Execute comprehensive plan; 100 new young alumni donors.

Milestones for 2018 Implementation

August 2017	Community by Design implementation introduction and President Strategic Memo
September 2017	Community by Design Website updated
September 2017	Detailed one-page planning documents shared with campus for each strategic initiative
November 2017	Community by Design Indicators shared with campus
December 2017	Comprehensive Campus Update on Progress
August 2018	President Strategic Memo to summarize progress and focus for 2019
Weekly	Updates at faculty and staff meetings on initiative progress through campus leadership
Monthly	Updates at campus huddles