



Strategic Plan Final Report

Muhlenberg Opens Doors | 2017-2022

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Strategic Priority 1

Deepen engaged liberal arts learning and scholarship

Goals

- Review and revise graduation requirements to support academic rigor, student agency, engagement and reflection.
- Provide multiple pathways to increase support for faculty scholarship and innovative teaching methodologies.
- Strengthen, expand and apply our digital learning capacity and expertise.
- Expand and grow our continuing education programs and strategically introduce graduate programs.
- Strengthen and empower teaching innovation and scholarship through establishing an interdisciplinary institute.

Status

Implemented



- Reduced number of course requirements for graduation and increased flexibility to fulfill Integrative Learning requirement.
- Increased funding for faculty summer research and pedagogical development grants.
- Increased structural support for digital learning and expanded opportunities for students, faculty and staff to build digital presence using a wide range of digital pedagogies and practices.
- Expanded online summer course offerings and developed new certificate and master's programs.

In Progress



- Increase funding for student summer research grants (Campaign Priorities).
- Increase endowed professorships and funding/release time for faculty research (Campaign Priorities).
- Develop a process for academic program renewal of majors/minors that leverages open positions.

Planning



- Create a formal structure that supports learning experiences that connect multiple disciplines through community engagement.

Strategic Priority 2

Prioritize diversity, equity and inclusion

Goals

- Attract, support and retain an increasingly diverse and academically gifted student body through purposeful, robustly-funded initiatives.
- Recruit, support and retain an increasingly diverse and talented faculty and staff through purposeful, robustly-funded initiatives.
- Identify, develop and support curricular and co-curricular initiatives that build capacity for productive and equitable intercultural interactions as a core learning goal across all programs.
- Identify, develop and support programs that nurture fruitful, mutually beneficial relations from local communities to global partners.
- Expand and support celebrations and rituals that strengthen our community and reinforce our commitment to the values of diversity, equity and inclusion.

Status

Implemented



- Strengthened recruitment of multicultural and first generation students by cultivating relationships with community-based/charter management organizations.
- Developed a comprehensive international recruitment strategy, including appropriate staffing. Providing comprehensive support for our international students.
- Prioritized funding for financial aid, unexpected financial hardships and for educational opportunities that have an associated cost.
- Developed a multi-faith space and student group to provide support for students of all faith identities.
- Modified first-year housing placement process to be more equitable, including the offering of gender inclusive housing.
- Required all faculty and staff searches to adhere to best practices in diversity hiring and continue to train faculty and staff as Equity Advocates.
- Incorporated new traditions/rituals into student events including orientation, alumni weekend, and residence hall programming.
- Revising international recruitment efforts post-pandemic.
- Expanding Emerging Leaders program from two to four years.
- Further expand the community internship program.

In Progress



- Increasing opportunities for faculty and staff to come together to celebrate individual and College successes.
- Developing a comprehensive strategy/philosophy around Restorative Practices and providing training.
- Develop skill-based DEI training for students, faculty and staff.
- Establish a model of support for faculty and staff affinity groups to support those from minority groups.

Strategic Priority 3

Support an increasingly vibrant residential life

Goals

- Foster new opportunities for meaningful faculty-student interaction in residential settings.
- Strengthen social and co-curricular opportunities for students to develop leadership skills and explore diverse interests and identities.
- Adopt a health promotions model for campus life that is both preventative and restorative in nature and supports students' physical health, personal safety and overall sense of well-being.

Status

Implemented



- Revised alcohol policy to promote harm reduction and developed robust alcohol free late night programming.
- Created first-year Foundations of Success course to promote overall student wellness and professional development.
- Hired a Director of Prevention Education to proactively address issues related to health, mental health, gender-based violence, and alcohol/drugs on campus.
- Enhanced Behavioral Intervention Team and awareness of its work on campus.
- Integrated Health and Counseling Services to better meet the health and mental health needs of students.
- Providing additional resources to support student participation in local, regional and national leadership and professional development conference opportunities.
- Enhancing bystander intervention efforts and implementing plans for community policing efforts.

In Progress



- Developing a residential curriculum that is developmental in nature and engages them in meaningful interactions with one another and faculty/staff.

Strategic Priority 4

Enable powerful outcomes

Goals

- Strengthen and expand the Career Center to support career and professional development for students and alumni across all disciplines.
- Deepen integration of traditional liberal arts programs with professionally-oriented programs.
- Expand opportunities for faculty-student research collaboration across all disciplines.
- More deeply engage faculty in overseeing pre-professional programs supported by alumni/parent advisory boards.
- Broaden our partnerships with research universities, graduate and professional schools to provide enhanced opportunities for undergraduate experiences and post-graduate outcomes.
- Develop local, national and global partnerships to provide academic and career opportunities

Status

Implemented



- Expanded programming and increased the number of students served by the Career Center with an emphasis on Career Road Trips, job-shadowing, alumni engagement and The Network.
- Increased the number and stature of internship and job opportunities made available to students.
- Developed faculty advisory boards for pre-health and pre-law.
- Established agreements with highly-regarded medical schools, law schools, public health schools, and business schools to provide preferential admission for Muhlenberg students.
- Created partnerships with select companies and organizations to provide internships and research opportunities for students.

In Progress



- Enlarge and enhance the location and space for the Career Center (Seegers expansion/campaign priority).
- Developing a process for academic program renewal that includes the creation of new faculty positions with joint appointments in traditional and pre-professional programs.
- Increase funding for summer research collaborations (Campaign Priority).

Strategic Priority 5

Engage the Muhlenberg Network

Goals

- Increase alumni support, engagement and connection to match or surpass that of high admissions-overlap competitors.
- Build and strengthen The Muhlenberg Network as a source for mentors, job shadowing, networking and other member support.

Status

Implemented



- Strengthened alumni engagement through Pre-Health Alumni Advisory Board.

In Progress



- Increasing membership in The Muhlenberg Network to increase the quantity and quality of connections between and among all constituents of the Muhlenberg Community.
- Create groups to support professional, regional, class year, academic and other affinity networks.

Strategic Priority 6

Optimize Muhlenberg's physical resources

Goals

- Make room for more faculty offices and learning spaces by reimagining our uses of on-campus and off-campus spaces.
- Create flexible, multi-mode teaching, learning, faculty development and scholarship spaces that support collaboration, student agency, global-learning opportunities and digital literacy.
- Redesign spaces for services that support student learning to enhance their ability to ensure student success.
- Ensure that the spaces we provide for the performing, visual and media arts support the current and future needs of these programs.
- Continue to pursue environmentally-sensitive policies, practices and capital investments to maximize our campus sustainability.

Status

Implemented



- Completed Campus Master Planning process.
- Evaluated platform that supports room allocation and developed policy for ensuring use of the institutional standard.
- Implemented new platforms that support more fluid movement among varied instructional technologies.
- Created a “Green” revolving fund that invests in energy saving equipment and returns a portion of the savings to the fund.
- Fahy Commons project, which includes the expansion of art studio space.

In Progress



- Planning for additional space on campus, either as renovations, additions, or new buildings, as part of campus master plan.
- Modifying traditional learning spaces into flexible spaces to develop more active learning spaces.

Planning



- Redesign the lower level of Seegers as a focus point for student success and engagement.

Strategic Priority 7

Invest to strengthen enrollment management

Goals

- Broaden and deepen our applicant pool by reaching out both more expansively and selectively to recruit talented students from across the nation and around the world.
- Make Muhlenberg the preferred choice for a greater proportion of applicants by conveying our messages regarding the College's value and distinction to prospective students and families more effectively.
- Retain an even greater percentage of our students by understanding better and acting upon the key drivers of student success and satisfaction.

Status

Implemented



- Partnered with Human Capital to more precisely target recruitment efforts, build a robust enrollment prediction model and optimize financial aid resources and programs.
- Beyond Student Search, identified effective ways of reaching and connecting with new student markets and building the front end of the admissions funnel.
- Developed programs to more deeply engage counselors and teachers in high schools and selected community colleges.
- Conduct comprehensive branding and positioning study.
- Utilize Maxient as an early warning system for struggling students.

In Progress



- Implementing a new communications strategy emphasizing the transformational moments of student-faculty interaction.
- Creating a comprehensive enrollment communication plan and continuing to improve the content, imagery, writing, and messaging of our website to highlight College distinctions and emphasize the powerful outcomes.

Strategic Priority 8

Broaden and deepen alumni engagement and support

Goals

- Increase annual alumni participation and fundraising totals while improving leadership-level support to address College priorities.
- Upgrade and support Muhlenberg's volunteer network to bring more vibrancy and sustainability to our alumni outreach.

Status

Implemented



- Implemented an Alumni Engagement Metrics Program that will track both the effectiveness and progress of alumni affairs programs and events.
- Deepened and professionalized the work of Class Fund Chair volunteers.
- Launched an Academic Liaison Program that directly links advancement to each academic department to facilitate greater opportunities for alumni engagement and fundraising.
- Expanded Alumni Week programming to include participation by all academic departments.
- Launched Alumni Education programs that find meaningful ways to bring faculty expertise to our constituents in new and creative ways (2400 CHEW podcast, alumni book club, President's Tours).
- Implemented a campus-wide volunteer management program to identify, train, engage and steward volunteers.
- Launch a comprehensive campaign.
- Expand alumni affinity group fundraising and developing a four-year student philanthropy program.
- Create a structure to align grantmaking and fundraising with strategic academic initiatives.
- Engage the President's Advisory Council, Alumni Board, Parents Council and Board of Associates to provide input, advice and leadership.

In Progress



- Create plans for leadership development, fundraising expectations and succession planning with volunteer groups.

Strategic Priority 9

Expand and grow continuing education offerings

Goals

- Develop new, online and blended, accelerated degree and certificate programs serving adult learners.
- Strategically introduce graduate-level program offerings.

Status

Implemented



- Moved in-person analytics certificate program to a blended/online format.
- Developed blended master's programs in data analytics and organizational leadership with stackable certificate programs.
- Development of DEI certificate connected to the masters in organizational leadership.
- Creation of masters in medical leadership.

In Progress



- Continue to grow GCE program portfolio.

Strategic Priority 10

Identify new revenue sources

Goals

- Expand summer conferences and corporate workshops/retreats to generate revenue.

Status

Implemented



- Invest in more conference support resources, including staffing.

In Progress



- Review our cost structure, especially for ancillary support services.
- Air condition additional residence halls to increase summer conference capacity.

Strategic Plan

Access

The full 2017-2022 Strategic Plan is available through campus login at muhlenberg.edu/strategicplan