



Life Changing

**MVNU 2023:
OUR STRATEGY FOR A
DECADE OF EXCELLENCE**

*Mount Vernon Nazarene University
exists to shape lives through
educating the whole person and
cultivating Christ-likeness for
lifelong learning and service.*

Our Story

Mount Vernon Nazarene University opened in 1968 with a clear sense of purpose. During those early days, the foundations were laid for a comprehensive Christian university. The journey continues for MVNU as the University seeks to be faithful into the twenty-first century. Sacrifice will be required to achieve this vision of what is possible for MVNU. The administration, faculty, staff, and trustees of Mount Vernon Nazarene University intend to lean into the future with optimism and resolve.

Please pray and support us as we reach toward 2023 with the expectation that God will enable us to Change the World with the Love of Christ.

Our Values

Mount Vernon Nazarene University is an intentionally Christian community, framed by the Wesleyan-Holiness tradition, seeking to fulfill its educational mission, as defined by the following core convictions.

- A rigorous holistic education that integrates the liberal arts and professional excellence.
- Character as an expression of the moral formation inherent in our educational mission.
- Vital faith that permeates the life of the University.
- Vigorous partnership with the Church of the Nazarene.
- Active engagement with the broader Christian community.
- Responsible stewardship of the resources entrusted to the University.

Our Initiatives

Mount Vernon Nazarene University is dedicated to accomplishing these initiatives within our ten-year time frame. The following strategies will guide us in this task. Each strategy will be addressed on a yearly basis in a separate document to allow us to complete and evaluate our plan as we move forward.

- Develop sustainable, competitive programs and initiatives that promote critical thinking, academic rigor, and professional excellence.
- Serve as a resource for understanding Wesleyan-Holiness theology and its impact upon the world.
- Leverage technology to enhance and streamline operations.
- Develop signature customer service across campus.
- Enhance the Graduate and Professional Studies Programs by exploring and/or expanding online programs, SummerLearn, and competency-based education.
- Engender hospitality, maturity, personal growth, service, and mutual respect.
- Develop structures, processes, and policies that enhance financial stability.
- Reflect on the nature and role of the Christian university in the twenty-first century.

Our Strategy

I. Initiate New Academic Programs to Enhance Academic Reputation and Enrollment

The strength of the University is expressed by its academic reputation, spiritual depth, and enrollment. Our success will depend upon employing multiple strategies including traditional and non-traditional programs, “bricks and mortar” classrooms, hybrid classes, video-conference classes, online classes, and competency-based education to attract and retain students.

- Sustain, support, and improve existing academic programs
- Increase the traditional student population by launching strategies based on current market trends and mission-oriented programs that will attract academically motivated students to the University.
- Create opportunities for travel courses.
- Improve the academic profile of entering traditional students.
- Develop an organizational structure and marketing strategy to build our online student population to 2,500, face-to-face GPS enrollment to 1,000, and a traditional enrollment to 1,300.
- Define and deploy a GPS enrollment plan to continually propose and build curriculum, recruit, register, and serve students efficiently and effectively.
- Develop a strategy to recruit and retain quality faculty and staff by providing competitive salary and benefits.
- Develop innovative degree programs to expedite graduation.
- Enhance Science, Technology, Engineering and Mathematics (STEM) and allied health programs.
- Develop certificate programs as the market demands.
- Strengthen assessment activities in both academic programs and non-academic units throughout the University.
- Advance initiatives for the Sophomore Experience and retention.

II. Promote Vital Student Life and Enhanced Athletic Programs

The quality of student life contributes to the educational outcomes of the University. Students arrive on campus not only to take classes, but to engage one another in ways that will contribute to personal and spiritual growth. Some will find the person he/she will marry and start a family and others will settle professional and personal questions for a lifetime. It is essential that the University seriously address the co-curricular programs (athletics, career counseling, personal counseling, intra-mural athletics programs, the arts, mission opportunities, etc.) so that students may become morally responsible citizens.

- Review student life activities in order to
 - enhance campus life,
 - promote interpersonal growth,
 - foster spiritual values,
 - develop healthy relationships,
 - engender responsible citizenship,
 - provide appropriate resources for career and graduate school advising,
 - ensure student safety, and
 - maximize opportunities for understanding and responding to cultural diversity.

- Provide substantive resources for physical well-being, intellectual engagement, emotional transformation, and spiritual health.

- Pursue investment in new and current athletic programs

- Review athletic enhancement strategies

III. Enhance University Relations and Development

While the University is clearly tuition dependent, other sources of income must be sought in order to realize our financial objectives. It is also important for the University to think seriously about its impact upon the Mount Vernon community and the region. The work of University Relations is devoted to seeking partners for our educational mission, giving the friends and alumni of the University the opportunity to contribute to our ongoing ministry, and building a strong connection with our alumni.

- Augment Development operations to enhance fund-raising capacity.

- Develop a strategy for raising funds to enhance scholarship endowments, capital projects, and alumni participation.

- Increase fundraising from all sources to an annual total of eight million dollars.

- Create a program to build and promote engagement and giving of young alumni.
- Cultivate a vital alumni base for communication and giving.
- Refine our marketing strategies to include rebranding of the University and creating a more attractive and user friendly website to increase and keep the traffic.
- Define and extend the traditions associated with the University.

IV. Strengthen Stewardship

Stewardship is a key value of the University guiding deployment of University financial resources. Clarity, transparency, and integrity must inform the use of our financial resources.

- Develop a long-term strategy to present a balanced budget annually.
- Clearly communicate financial information to appropriate constituencies.
- Develop a University dashboard that will provide information regarding revenues, expenses, enrollment, campus housing occupancy, investment activity, church revenue, and development opportunities.
- Provide new strategies to generate auxiliary revenue streams.

V. Improve Campus Facilities

An important part of the University experience relates to the condition, safety, maintenance, and utility of all campus facilities. Therefore, it is crucial that specific plans be in place for the care and augmentation of the physical resources of the University.

- Develop a strategy for maintaining campus facilities and grounds.
- Create a plan to maximize the comfort and amenities available in campus housing.
- Ensure that classrooms are adequately equipped with sufficient technology.
- Provide a plan for campus sustainability.
- Assess classroom space in order to ensure quality academic programming.
- Align campus facilities with enrollment initiatives.

VI. Develop an Organic Connection with Churches

The University is part of the ministry of the Church of the Nazarene; therefore, it is important that the University be in contact with the churches of the East Central Region of the Church of the Nazarene. It is also essential that the University serve the broader Christian community.

- Develop a strategy to connect faculty, staff, and students with the East Central Region.
- Serve as a resource for pastoral renewal.
- Resource regional pastors for articulating Wesleyan-Holiness theology to local congregations.

VII. Promote a Healthy and Spiritually Rich Campus Culture

The University is a community constituted by the faculty, staff, students, trustees, alumni, and our educational region. The quality of life on this campus will impact everyone it touches. Therefore, it is essential that the life of this campus engage the entire community in order to call everyone to the life engendered by the grace of God, disciplined patterns of interaction, and Christian hospitality.

- Develop the disciplines necessary for maintaining a healthy campus culture.
- Employ strategies for nurturing the spiritual dimension of campus life.
- Provide opportunities for professional and spiritual growth among the faculty, staff, and students.