

# STRATEGIC PLAN 2024-2028

We boldly envision a campus culture that values lifelong learning through academics that meet evolving needs, embraces inclusivity, celebrates innovation and provides an environment where students and our community thrive. Together, we will create a future for Grand View that honors our past successes and espouses the School for Life principles. This modern vision will provide the direction and momentum needed to seize opportunities and ensure a vibrant future for Grand View University.

## MISSION

*Grand View engages, equips and empowers learners to explore their vocations, fulfill their potential and serve the world.*

*Enriched by its Danish Lutheran heritage, Grand View is a School for Life.\**

\*A Danish educational concept representing a community bound together by a love of lifelong learning

## VISION

*To be a leader in innovative education that integrates knowledge, learning, skills and transformational experiences to ignite curiosity and prepare adaptable, independent, creative and confident people.*

## VALUES

*Excellence  
Inclusive Community  
Adaptability  
Faith  
Global Curiosity  
Agility  
Positivity*

## FUTURE OF EDUCATION

Grand View University will ensure that current and future learners are equipped for agility and civic/global engagement through innovative and relevant academic programming and exceptional learner experiences for life.

**OBJECTIVE: In the spirit of educating the whole person across all disciplines, learners are provided opportunities to obtain degrees, certificates, or other credentials; discern their vocation; acquire real-life experience through work and research; and practice and demonstrate skills.**

## GRAND EXPERIENCE

Learners and the Grand View community are so satisfied with their experiences that they see and utilize GVU as their School for Life, engaging with and supporting the University throughout their lives.

**OBJECTIVE: Grand View must identify ways to consistently deliver high value experiences for learners, faculty and staff in an inclusive community where all feel welcome.**

## VITALITY

Grand View University will be financially and operationally successful, moving beyond sustainability to a position of abundance.

**OBJECTIVES: Improve the overall financial state of the university through growth of traditional and non-traditional learner populations and streamlining core administrative functions through digitization and optimization of processes.**

This blueprint for our future has been developed to take advantage of growth and improvement opportunities that will position Grand View University for success in both the short- and long-term. In the ever-changing world of higher education, we recognize the need to regularly evaluate this plan, while continuously adapting and innovating in the best interests of the University.

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### I. ALIGN ACADEMIC PROGRAMMING WITH MARKET

The dynamic workforce demands of the future will require the University to constantly monitor workforce needs and respond with agility. We have identified several means of pursuing this challenge:

- A. Undergraduate Program Growth/Alignment
  1. Identify and launch new academic programs based on learner and market needs, including programs for non-traditional and non-athlete learners
  2. Identify opportunities to repackage or combine existing course offerings into new, market-relevant programs
  3. Commence review and re-envisioning of the Core Curriculum and rethink the role of the Arts and Humanities in support of Grand View's mission (e.g., understand context, develop creative thinking, revise programming for undeclared students, make intentional linkages between Arts and Humanities disciplines and pre-professional majors)
  4. Expand online opportunities
  5. Strengthen portfolio of student success programs to support improved retention and progression to one's desired academic goal
- B. Graduate Program Growth
  1. Launch doctoral program(s), such as (a) Counselor Education & Supervision and (b) Leadership
  2. Expand master's programs in mental health and allied disciplines, such as Physician's Assistant (PA) and Speech & Language Pathology (SLP)
  3. Expand online opportunities, stackable certificates and credentials
- C. Rebrand Graduate and Professional Studies (GPS) to highlight Grand View as a provider of online programs for non-traditional undergraduate students and reorganize GPS to build capacity for managing its portfolio of programs at all levels
- D. Develop a clear value proposition that articulates our unique approach to the future of education including cost/value, skills/human development and non-athlete opportunities

### II. ROBUST SKILL DEVELOPMENT & EXPERIENTIAL LEARNING

- A. Develop a university-wide innovation process that embraces emerging opportunities and challenges in higher education

- B. Integrate credentials, research, skill development and experiential learning into curriculum, which may include work-integrated learning, co-ops, apprenticeships, clinicals and internships
  1. Incorporate stackable, industry-verified credentials and career mentoring into undergraduate and graduate curriculum (i.e. DEI, vocation, leadership, community service, professional sales)
  2. Continue focus on human skills development including adaptability, creativity, leadership, communication, global curiosity and critical thinking
  3. Enhance prior learning assessment capability that recognizes credit and experiences attained elsewhere (e.g., workforce, military, government, etc.) to make entry to Grand View more attractive and frictionless
- C. Integrate work of the Jacobson Institute (JI) to drive innovation, enable experimentation, and deliver significant impact for learners, Grand View, and the broader community

### III. STRATEGIC PARTNERSHIPS

Expand strategic partnerships that are mutually beneficial, help Grand View advance its strategic initiatives and provide internship, networking and job opportunities for students and graduates. Possible partners include:

- A. Military – including potential reengagement with Camp Dodge and upskilling/training opportunities through the JI
- B. K-12 – continue work with Des Moines Public Schools and other Des Moines-area school systems on student recruitment efforts, including GV Next
- C. Colleges and Universities – expand partnerships with colleges and universities to provide pathways to a Grand View education and post-baccalaureate opportunities for students
- D. Businesses and Government – expand relationships with local businesses and government agencies to provide upskilling through the JI, offer employer partner tuition agreements, internship opportunities for students and increase in sponsorships/fundraising
- E. Leadership programs and Chambers – work with local groups to facilitate upskilling and training opportunities through the JI, opportunities for student networking and employer partner tuition agreements

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**OBJECTIVE: Grand View must identify ways to consistently deliver high value experiences for learners, faculty and staff in an inclusive community where all feel welcome.**

### I. EMPLOYER OF CHOICE

- A. Foster a culture of continuous learning through professional and personal development opportunities for faculty and staff
- B. Create professional agility including career development pathways, upskilling, cross-training and mentoring

### II. SCHOOL FOR LIFE

- A. Ensure a strong feeling of community, belongingness and inclusivity among all students, faculty, and staff through engaging events, collaborative classroom experiences, and structured approaches to making each person feel they belong on campus, including:
  - 1. Develop comprehensive DEIB plan
  - 2. Build better connections between athletes and non-athletes
  - 3. Create events that are approachable and accessible
  - 4. Leverage technology to monitor student engagement
  - 5. Foster more Grand View traditions by encouraging more student-led events and co-curricular opportunities
  - 6. Foster belonging through faith activities for those rooted in the Christian tradition and inclusive interfaith options
  - 7. Grow/expand offerings for professional development through Lilly grants and other opportunities
  - 8. Expand alumni engagement so they can experience Grand View as their School for Life
- B. Continue work on First Year Experience (FYE) with a focus on mental health/wellness, financial/emergency funding and instruction support for Core I
- C. Create a holistic approach to career preparation from day one to graduation that includes experiential learning opportunities, provides career mapping embedded in all programs, ensures students can articulate their skills, and offers a Life 101 class to help students navigate life after graduation
- D. Develop and support a culture of volunteerism for faculty, staff and students that serves the Des Moines community via board service, service learning, clubs/organizations, campus ministry and athletics, including a revival of the Views Forward program

### III. VIBRANT FACILITIES

We will invest in campus facilities that align with strategic initiatives listed in this plan and enhance the student experience. We will conduct feasibility studies and develop a facility plan that prioritizes projects over time, including deferred maintenance. Potential projects may include:

#### A. Academic Spaces

- 1. A STEM Center/Health College could provide an opportunity to expand science and allied health programs and enhance research facilities
- 2. An Academic Experience Center could serve as a one-stop-shop to support the educational needs of students. This central hub may include the library, CETL, the Writing Center, Academic Mentoring, the First Year Experience and a testing center

#### B. Athletic Spaces

- 1. Viking Village is the vision for the future of Grand View athletics. It would serve as the home for expanded athletic facilities (football stadium, indoor track, soccer field), conference/event space, and the potential for residential housing and retail/commercial opportunities
- 2. An expansion of the Esports facilities would allow increased Esports enrollment and improve the student experience

#### C. Campus Experience

- 1. A designated Commuter space would help support and welcome students who do not reside on campus, including a growing number of GV Next students
- 2. Knudsen/Nielsen updates would help make our housing stock more desirable to students, allowing them to have a more positive on-campus experience
- 3. A Humphrey lobby refresh would provide an improved first impression for prospective students and visitors

## VITALITY

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**OBJECTIVE: Improve the overall financial state of the university through growth of traditional and non-traditional learner populations and streamlining core administrative functions through digitization and optimization of processes.**

### I. GROW LEARNER POPULATION

- A. Continue to grow enrollment of full-time day student population with strategic initiatives like GV Next, non-athlete and international recruitment, expanded co-curricular offerings, and a focus on affordability
- B. Continue focus on transfer recruitment strategies and improving the onboarding process
- C. Continue focus on retention efforts for all learner populations
- D. Grow online and summer undergraduate enrollment
- E. Explore possibilities for additional athletic teams
- F. Optimize full-time day net tuition revenue
- G. Monetize offerings provided by The JI, which may include online (ie: MedCerts, SkillStorm); corporate leadership development program; summer workshop series; credentials and certificates, and continuing education

### II. DIGITIZE CORE WORK

- A. Implement electronic forms and document imaging system in a secure manner, including cyber safety training for staff and faculty
- B. Review and map departmental workflows and systems to identify opportunities to remove barriers and improve the user experience, minimize costs and streamline. Opportunities include electronic transcripts, a texting option for admissions, non-email options like chat
- C. Develop a culture of process ownership and innovation among departments, including a cross-functional partnership model of IT resources and departmental staff

### III. IMPROVE OPERATING MARGIN

- A. Expand fundraising efforts including:
  - 1. Launch comprehensive campaign
  - 2. Grow endowment including endowed faculty/coaching positions and endowed scholarships
  - 3. Grow scholarship and sponsorship support for most in-need students (GV Next)
  - 4. Expand grant application and implementation which may include Lilly, EDA, Prairie Meadows and Des Moines Community Foundation
- B. Expand auxiliary revenue through rental of athletic facilities, residence halls, conferencing and camps
- C. Increase Bookstore revenue by adding fees for digital access and improve/expand online goods/apparel offerings
- D. Improve learner retention by providing consistent quality experiences with a focus on care and removal of barriers
- E. Continue strategic resource alignment work to review/assess current programs for viability