



**BOLD ASPIRATIONS:**

**2016-2019 STRATEGIC INITIATIVES**

## INTRODUCTION

This is an exciting time for Mount Mary University. Growing enrollment, an increasing endowment, and new market-sensitive academic programs are just a few of our most significant achievements as a community. As we look ahead to 2016-19, our spiritual foundation and guiding light remains the mission and vision of Mount Mary University, both of which are rooted in the charism of the School Sisters of Notre Dame. Our ongoing commitment to our students as expressed in the University's mission statement resonates throughout the document. Our collective focus is the development of each student as a whole person, so that our students graduate with the ability to think both critically and creatively.

In addition, we remain focused on the further implementation of our Creative Campus Initiative. The strategic plan supports new ways to infuse creative approaches in all areas of the University. We are weaving creative teaching and learning throughout the student experience both inside and outside the classroom. The University can lay claim to the ability to measure how well our students think creatively, ensuring that Mount Mary graduates can enter tomorrow's workforce with the creative thinking and leadership skills to excel.

Other themes that run throughout the document are diversity and inclusivity, expense control, and increased revenue. We are a richly diverse community and are committed to ensuring that all feel welcome and valued. Financial vitality requires that we not only control our expenses but also increase our donor philanthropy and net tuition revenue.

These themes are threaded throughout the strategic plan, which is organized around six major initiatives: Academic Excellence, Student Success, Financial Vitality, Campus Renewal, Community Impact, and Vibrant Community. These initiatives remain the same as those in the last plan; however, they are undergirded with new objectives and SMART goals.

As was the case during the University's previous strategic planning process in 2011, Mount Mary has been committed to making this latest strategic planning a purposeful and clearly defined process, one that has maintained its focus through specific action steps, milestones, and deliverables. The entire Mount Mary community participated in a weeklong brainstorming process in August 2015. In December 2015, the Board of Trustees discussed transformational ideas that would inform the plan. Then the vice presidents on the President's Council worked closely with their respective teams to create objectives, goals, and tactical plans that represent the broadest possible range of input so that the collective wisdom of our community has been applied to the important work ahead of us. Yearly updates will keep the document fresh and relevant.

The result is a plan that will ignite the energy and spirit of our entire campus. Mount Mary University is uniquely poised to grow in ways that are new and exciting while simultaneously remaining true to our core mission and values. Together we can give life to the objectives and goals found in this plan. The God-given talents of each of us can be applied to a larger effort that will have an impact not just on the lives of our students but throughout the region, the state, and beyond.

## **INITIATIVE: ACADEMIC EXCELLENCE**

We will become a national model for the conversion of academic access into academic excellence, grounded in a rigorous curriculum that develops creative attributes in every individual with the potential and desire to succeed.

### **Objectives:**

- A. Develop new, leading edge academic programs with consideration of mission and strategic plan, assessment of creative attributes, external and internal marketplace data, economic issues, and resource availability.

#### **SMART GOAL(S):**

1. Conduct an annual strategic review to identify 2-5 potential new majors, graduate programs, and/or certificate programs.
- B. Enhance the quality of educational experiences with active learning, interdisciplinary curriculum, and research opportunities that supports teaching and learning of creative attributes and prepares our students to be competent and competitive in their chosen discipline.

#### **SMART GOAL(S):**

1. Increase internship, experiential learning component, or culminating academic experience to 100% delivery in all major programs of study by the end of 2017-2018 academic year.
  2. Evaluate internships, experiential learning and culminating academic experiences to ensure they facilitate the development of creative attributes.
  3. Organize a campus-wide student research day to highlight these student experiences by December 2017.
- C. Leverage interdisciplinary curricular opportunities between the schools of Natural and Health Sciences and Arts and Design to reinforce the teaching and learning of creative attributes and applied innovation.

SMART GOAL(S):

1. Engage Natural and Health Sciences and Arts and Design faculty in a design thinking exercise to explore potential new courses and majors in fall 2016 to forward Science Technology Engineering Arts Math initiatives (STEAM).
2. Intentionally connect current and new development of STEAM curriculum to assessment of creative attributes. Map course and program objectives to student learning outcomes beginning in fall 2016 and ongoing.

D. Maximize reciprocal relationships with community and corporate partners to ensure exceptional student opportunities for applying content knowledge.

SMART GOAL(S):

1. Evaluate current advisory boards and identify new ones for appropriate degree programs to provide resources, e.g., evaluate curriculum, provide internships, by January 2017.
2. Implement standard campus-wide procedures, forms, and evaluations for all internship and experiential learning programs by December 2016.

E. Expand existing delivery systems and develop new ways to engage with current and prospective students by making the best use of academic technology for greater access and value.

SMART GOAL(S):

1. Implement best practice in distance delivery and quality assurance standards for all new online and blended courses starting in fall 2016.
2. Enter exploration phase for January term proposal in fall 2016.
3. Bring the RN to BSN completion fully online by August 2017.

F. Enhance professional development support for faculty and Academic & Student Affairs staff to support creative curriculum and pedagogies that deliver educational excellence and equity to students.

SMART GOAL(S):

1. Develop 1-Day educational opportunities on inclusion and equity for faculty, staff and administration to follow all-University workshops, beginning 2016-17.
2. Identify appropriate faculty development opportunities in active learning to increase the percentage of faculty utilizing pedagogy by 20% by the end of academic year 2016-2017.
3. Offer additional instructional design support and technology training for online course development beginning summer of 2016.

## **INITIATIVE: STUDENT SUCCESS**

We will strengthen programs, services and support that foster intellectual, spiritual and experiential growth that moves individuals toward purposeful lives and careers.

Objectives:

- A. Build strong, collaborative programs between Academic and Student Affairs to ensure holistic support services that increase retention and reduce time to completion.

SMART GOAL(S):

1. Review current practices and initiate implementation of best practices in retention and advising by end of fall 2017.
  2. Set appropriate year to year retention and time to completion benchmarks after completing the fall 2016 census.
  3. Develop proposal for delivering developmental instruction that reduces the number of non-college level prerequisites required for students to progress during the 2016-17 academic year.
  4. Implement competency based co-requisite curriculum in Math, Reading and Composition that leads to accelerated degree completion during the 2017-2018 academic year.
- B. Provide coordinated opportunities for students to develop creative leadership skills that prepare them to be competent and competitive in their chosen discipline.

SMART GOAL(S):

1. Develop a creative leadership living-learning community option for residence hall students, to be implemented by fall 2017.
2. Explore potential for development of further living-learning community options for residence hall students in fall 2018 following implementation and assessment of the inaugural community.
3. Develop a co-curricular transcript (e.g., student government, athletics, student engagement activities) opportunity for all students. Make

prototype available summer 2016 for further discussion and development. Plan for full implantation for 2017-2018 academic year.

- C. Enhance career development services by more intentionally connecting classroom experiences to vocation and related professional skills.

SMART GOAL(S):

1. Evaluate University-wide occurrence of courses and experiences focused on professional practices. Development common professional curriculum components for implementation fall 2017.
2. Develop a cohesive University-wide plan for vocational development, incorporating curricular and co-curricular experiences, to be implemented through the Network for Vocation in Undergraduate Education (NetVUE) grant in fall 2018.

- D. Develop diversity and inclusion initiatives that promote a sense of community and create a supportive environment for student learning.

SMART GOAL(S):

1. Create a mission-based Diversity and Inclusion Strategic Plan for the University, structured to meet our community needs in fall 2016.
2. Develop student-focused diversity and inclusion programming plan during the 2016-2017 academic year and implement in fall 2017.



## **INITIATIVE: FINANCIAL VITALITY**

We will grow and diversify revenue through investment in, expansion and realignment of academic programs, intentional stewardship and philanthropy and responsible management of revenues and expenses in line with the mission.

Objectives:

- A. Set enrollment and recruitment goals (headcount and credits) by division for two fiscal years on an annual basis that will align with and support the achievement of the annual net revenue goal of the University.

SMART GOAL(S):

- 1. Deliver a set enrollment and recruitment goals that align and support the achievement of the annual 5% net revenue objective.
- B. Build an internal culture of philanthropy that will integrate philanthropy throughout the University and evidenced visibly, in communication, and through collaborative partnerships with faculty, staff and the Development team.

SMART GOAL(S):

- 1. Create an internal Development Committee comprised of faculty and staff by January 2017.
  - 2. Create comprehensive donor recognition display by June 2018.
- C. Expand base of support through dual focus of retention of current donors and acquisition of new ones.

SMART GOAL(S):

- 1. Retain additional 2% of existing donors year over year.
  - 2. Double the amount of Board giving in five years.
  - 3. Develop monthly giving program by fall 2017 to double monthly giving by June 2018.

D. Increase donated dollars across all fundamental fundraising venues areas: endowment, annual, grants, and capital.

SMART GOAL(S):

1. Secure \$25 million comprehensive total in five years (June 30, 2021).

E. Promote fiscal responsibility through prudent use of resources.

SMART GOAL(S):

1. Annually meet standards defined by the bank for our financial debt covenants.
2. Implement long-term planning for operating and capital budget process. Annually create a minimum three year operating plan, and five year capex plan.
3. Activate Resource Reallocation process every three years, using best practice methodology.
4. Annually review academic programs to identify cost savings (e.g., increase minimum class size).

F. Employ best in class management practices related to systems, policies and personnel to meet net revenue goals.

SMART GOAL(S):

1. Deliver at least one process improvement project annually that saves time and/or money for the organization.
2. Determine best practices and complete document process procedures for all mission-critical functions by the end of 2019.

## **INITIATIVE: CAMPUS RENEWAL**

We will build an environment that maximizes physical resources in a mission-focused, sustainable way that facilitates the work of today's Mount Mary community and optimizes the right opportunities for future growth.

Objectives:

- A. Address deferred maintenance and preserve character and legacy of buildings and grounds.

SMART GOAL(S):

1. Develop a prioritized five-year plan, including scope of work, estimated costs and sequenced timeline by May 2017.

- B. Develop and sustain standards, procedures and policies for acquiring, implementing and maintaining academic and administrative technology.

SMART GOAL(S):

1. Create an annual budget for replacement of aging equipment.

- C. Establish additional designated classroom, laboratory, and office space to support projected growth in Natural and Health Science programs.

SMART GOAL(S):

1. Develop space allocation and adjacency needs plan and budget, based on enrollment projections and market needs annually.

- D. Develop and implement a plan to meet short- and long-term student housing needs that result in increased student engagement and retention.

SMART GOAL(S):

1. Short-term – include annual student housing room upgrades into the budgeting process.
2. Long-term – develop five year capital expenditure plans by May 2017.

## **INITIATIVE: COMMUNITY IMPACT**

We will actively and intentionally participate in strengthening mutually beneficial interactions with our community and other external constituencies to advance the mission and reputation of the University.

Objectives:

- A. Develop an interdisciplinary center of excellence that promotes the physical, emotional and spiritual health of women and children in the Milwaukee community while enhancing teaching and learning in related academic programs.

SMART GOAL(S):

- 1. Assess application of current skill sets within Academic and Student Affairs areas that can contribute to development of, or be enhanced by, a wellness center in fall 2016.
- B. Increase and enhance the visibility and awareness of the University and its academic programs to the community at large/all stakeholders.

SMART GOAL(S):

- 1. Increase brand visibility resulting in a 5% increase in impressions year over year.
  - 2. Improve brand awareness as defined by our bi-annual Stamats telephone survey.
    - a. 5% increase in Prospect's Familiarity with the University (73%).
    - b. 5% increase to Prospects' Ranking of Mount Mary in the combined categories of Good and Very Good (39%).
    - c. 3% increase in Inquiries ranking of Mount Mary as their First Choice College/University (1%).
  - 3. Achieve 100% of the application targets for undergraduate and graduate as well as each division every year (First Year, Transfer and International).
- C. Leverage current and grow new relationships that hold reciprocal monetary and/or in kind value for the University and external partners.

SMART GOAL(S):

1. Review community/corporate partnership inventory in collaboration with academic programs bi-annually to ensure appropriate value proposition.
  2. Select top 10 organizations to target for new development or enhancement of current relationship by fall 2016.
- D. Grow alumnae engagement resulting in increased participation in campus life, advocacy and financial support for the University.

SMART GOAL(S):

1. Launch the initial phase of Women Igniting a New Generation of Students (WINGS) alumnae platform in fall 2016.
2. Develop and implement an alumnae scorecard and set appropriate year-to-year engagement goals by July 2017.

## **INITIATIVE: VIBRANT COMMUNITY**

We will create an inviting workplace with a campus community that is engaged and committed to promoting our mission as well as holding a deep understanding of social justice and the SSND charism.

Objectives:

- A. Enhance the SSND spirit through visuals, publications and presence on campus.

SMART GOAL(S):

1. Create one major visual and one publication within the next two years that manifest the spirit of the School Sisters of Notre Dame on the Mount Mary campus.

- B. Create employee ambassadors for promoting the mission.

SMART GOAL(S):

1. By 2019, involve at least 20% of employees in mission-driven leadership endeavors.

- C. Develop a comprehensive wellness program for employees and students that promotes occupational well-being, environmental health, safety and security.

SMART GOAL(S):

1. Conduct up to three mental and/or physical well-being initiatives/activities for employees annually.
2. Pilot two program options for students beginning in January 2017. Build out comprehensive program for implementation in fall 2017.

- D. Enhance our inclusivity by increasing the diversity of our faculty, staff and administration to better reflect the diversity of our student body and by providing ongoing professional development.

SMART GOAL(S):

1. Make diversity hiring a priority by increasing the number of diverse candidates being interviewed. Ensure that at least one diverse candidate is interviewed for all open requisitions.
  2. Create a plan that includes two annual training sessions for faculty, administration, and staff on best practices related to diversity and inclusion by fall of 2017.
  3. Build awareness of diversity and inclusion by completing an annual employee inclusion survey to gauge current culture and develop an action plan.
- E. Create a community that recognizes the contributions of employees that better the University by achieving our strategic goals.

SMART GOAL(S):

1. Explore performance-related pay framework with a recommendation by fall 2017.
2. Assess new hire retention and turnover rate with a goal of establishing baseline numbers and targeted improvement goals by May 2017.
3. Conduct an Employee Engagement Survey during 2016-17.