

Learning, Living and Working in a Thriving Community

Mount Mary University
2019-2025 Strategic Plan

Executive Summary

The 2019-2025 Strategic Plan for Mount Mary University sets a forward-looking vision that is mission-focused, financially strong and academically innovative. Development of the Strategic Plan was a collaborative, inclusive process grounded in the Mission, Vision and Values of the institution. The title, *Learning, Living and Working in a Thriving Community* is based upon thoughtful input from students, faculty, staff, alumnae, community partners and the Board of Trustees. It reflects a respect for the needs of our students and the University community committed to serving them.

The overarching principles that guided the strategic planning committee in finalizing the plan were as follows:

1. Consistency with the SSND mission
2. Development of the whole person
3. Respect for the Mount Mary liberal arts core
4. Commitment to a diverse student population
5. Financial stewardship with due diligence
6. Strategies that remain fluid and responsive

The outcome of the Strategic Plan is to create a blueprint for the University's future that is truly "strategic"; it will propel the institution from its current state to a new and thriving future state. While Mount Mary currently educates undergraduate and graduate students, the future envisions Mount Mary as a campus hub for not only high school graduates, but also for families of all types. The plan envisions an intergenerational living and learning community that brings together School Sisters of Notre Dame, senior citizens, students and children in a thriving, educational environment. It envisions diversity and inclusion as one of our greatest strengths, making Mount Mary a safe and welcoming institution for all. The plans promote an environmentally, financially and academically sustainable culture that honors God's creation in each person, place and thing we encounter.

Five major initiatives for innovation and improvement were identified: 1) Academic Programs & Delivery Systems, 2) Campus Culture and Wellness, 3) Enrollment Growth, 4) Facilities that Attract & Engage and 5) Financial Vitality. These initiatives are highly inter-related and success in one area often is integrated and impacts others. Financial Vitality is highly correlated with enrollment growth. Enrollment growth is impacted by Facilities that Attract and Engage, and the quality and delivery of relevant academic programs. A thriving campus culture creates an environment in which all the other initiatives can be realized. All initiatives are founded in furthering the mission of the University.

The Mount Mary University 2019-2025 Strategic Plan will remain a dynamic document evolving as internal and external drivers change over the course of the next six years. Yet, the overall goal will remain constant: to create a "Thriving University Community" in which learning, living and working together brings forth the greatest potential in all individuals that grace our campus.

Organizational Description

Mount Mary University is a private, Catholic University in Milwaukee, Wisconsin. It serves women in the undergraduate programs, and women and men in the graduate programs. Mount Mary was founded in 1913 by the School Sisters of Notre Dame (SSND) in Prairie du Chien, Wisconsin. In 1929 it moved to the current Milwaukee location which encompasses 88 acres along the Menomonee River. The University stands as a landmark of the SSNDs in the region with its beautiful front lawns and majestic bell tower. Mount Mary University has remained faithful to Catholic traditions by adapting a teaching philosophy that recognizes each student as a reflection of God's image and by utilizing a holistic approach in developing students to their fullest potential.

Mount Mary currently serves approximately 1300 students with over 30 undergraduate majors and eight graduate programs at the masters and doctoral levels. Academic disciplines include health professions, art and design, science, business, education and mental health, all undergirded by a solid liberal arts foundation. A curriculum-wide emphasis on social justice represents the university's commitment to Catholic social teaching and the belief that the responsibility for creating change in a divided world rests in the hands of individuals. This is implemented through a curriculum embedded in service learning and exemplified by a foundational course requirement for all students, Leadership for Social Justice.

The Mount Mary student population has grown increasingly diverse and currently serves nearly 60% women of color at the undergraduate level and 40% of its overall student population. Our mission compels us to serve a diverse array of students and thus our ethnic diversity is also matched by our religious diversity (30% Catholic), our socioeconomic diversity (55% Pell eligible) and our attention to underserved populations (over 50% first generation students).

Mount Mary graduates are found across the country in leadership and service positions that exemplify the social justice foundation ingrained during their formative years at the University. Alumnae partner with the campus for many initiatives. The University has over 500 corporate and community partnerships which serve the programs well. These include internships, clinicals, practicums, membership on advisory boards and much more.

Mission, Vision and Values

Mission

Mount Mary University, an urban Catholic university for women, sponsored by the School Sisters of Notre, provides an environment for the development of the whole person. The University encourages leadership, integrity, and a deep sense of social justice arising from a sensitivity to moral values and Christian principles.

Mount Mary commits itself to excellence in teaching and learning with an emphasis on thinking critically and creatively. The baccalaureate curriculum integrates the liberal arts with career

preparation for women of diverse ages and personal circumstances; the programs at the graduate level provide opportunities for both men and women to enhance their professional excellence.

Vision

Mount Mary University is recognized as a diverse learning community that works in partnership with local, national and global organizations to educate women to transform the world.

Values

A Mount Mary University education reflects a core group of values and is distinguished by the following characteristics:

- **Competence** – a commitment to excellence that is reflected in the classroom experience and in the resulting knowledge base and skill set demonstrated by graduates
- **Community** – a shared sense of purpose within the Mount Mary environment to work in the spirit of the School Sisters of Notre Dame by creating a better world through education
- **Compassion** – an overt expression of concern and purposeful action that fosters human development and unity
- **Commitment** – a deliberate approach to advancing the universality of human dignity by encouraging leadership in the areas of personal development and global change

Initiatives, Objectives and Tactics of the Strategic Plan

Academic Programs and Delivery Systems

Mount Mary will create new or revised high-demand academic programs using a variety of modalities of delivery that result in strong total student enrollment (1600 students) including first-time/full-time students, transfer students, adult learners and graduate students.

Undergraduate education will be firmly grounded in the liberal arts. Academic programs at all levels will align with the Mission and prepare students to excel in their careers, communities and lives.

Theme: Current Programs

Objective 1: Conduct research on current programs and expand/refine offerings that meet market needs and discontinue/decrease those that do not.

Tactics:

- Utilize designated data sources to identify and confirm focus areas for academic program expansion.
- Work with faculty content experts to identify differentiators that will increase

MMU's market share.

- Identify partnerships with 2 and 4 year institutions to expand curricular enhancements.
- Develop business plan to track cost/revenue projections related to operating, personnel, equipment, and capital expenditures required for program revisions or sustainability.
- Adjust, expand or discontinue programs for which demand has declined or increased significantly.

Theme: New Programs

Objective 2: Conduct research and develop new programs that 1) fulfill significant market need now and into the future, 2) build upon our core strengths, where there is little or no regional competition or where there is room to acquire market share.

Tactics:

- Utilize designated data sources to identify and confirm focus areas for new academic program development. Include professions and disciplines where women and ethnic diversity are underrepresented both in numbers and leadership roles
- Consider a focus in data science and STEAM disciplines where the job opportunities are growing dramatically and women are underrepresented.
- Look at growth in healthcare disciplines where demand is high (e.g. Physician Assistant, Medical Assistant or Nurse Practitioner).
- Consider new programs in the liberal arts disciplines that will result in significant enrollment increases and new career pathways for students.
- Identify partnerships with 2 and 4 year institutions to cooperate in expanding opportunities for specialization and maximize resources.
- Develop business plan to track cost/revenue projections related to operating, personnel, equipment, and capital expenditures required for new program development.
- Research offering education at multiple levels including associate degrees, badges, certificates, continuing education, etc. to assist students in marking expertise that may be a differentiator.
- Work with the regional community to determine needs and levels of expertise needed to allow on-ramps from one career to another. Simplify the process for awarding prior learning credit.

Theme: Delivery Systems

Objective 3: Structure "year round" academic delivery systems to expand access, reduce time to completion and student debt.

Tactics:

- Develop 2-year core course rotation that optimizes distribution of online, on ground, accelerated and evening courses.
- Add J-Term and strategically enhance summer offerings to provide additional timeframes for students to distribute course load or progress more quickly to completion
- Identify required academic support systems and scale to align with new modalities and delivery times (e.g. Student Success Center and Administrative Office access, IT Help Desk, Food Service).
- Create professional development opportunities for those who teach online that support infusing the mission into online instruction.
- Develop business plan to track cost/revenue projections related to IT infrastructure, academic technology and facility requirements, online course development, marketing and other peripheral services.

Theme: Academic Technology and Application

Objective 4: Provide teaching and learning technology improvements to enhance academic quality and expanded delivery systems.

Tactics:

- Develop an inventory of curricular technology needs by program that align with employer technology requirements. Include hardware, software, instrumentation and equipment.
- Design classroom spaces and implement technology enhanced learning in the context of University-wide facilities planning (e.g. Distance Delivery, Simulation Labs, Virtual Reality).
- Implement digital literacy assessment and training for students and faculty to optimize academic technology enhanced education.

Campus Culture and Wellness

Mount Mary cares for the personal and professional well-being of students, employees, alumnae, and guests; a culture of wellness emanates from the vibrant campus community, which embraces the totality of persons who learn, work, and engage with the campus.

Theme: Family-Centered Campus

Objective 1: Complete a feasibility assessment for on-campus childcare offerings.

Tactics:

- Review historic data and analyze current need and opportunity for childcare services.
- Identify appropriate campus space for childcare service offerings, if feasible.
- Investigate childcare partnership and/or outsourcing opportunities, if feasible.

- Develop business plan and funding sources for childcare services. Consider flexibility of use and affordability for students and employees.
- Determine recommendation (and, if appropriate, plan of action) based on feasibility study.

Objective 2: Align campus services to meet needs of parenting students and employees.

Tactics:

- Investigate intergenerational on-campus housing opportunities (i.e., for single Mount Mary students and their children, for families).
- Provide educational and experiential programming.
- Infuse academic program expertise into these efforts.
- Update campus policies to reflect family-centered campus.

Theme: Diversity

Objective 1: Support all strategies as outlined in the Diversity and Inclusion Strategic Plan, including provision of necessary resources for implementation. (See appendix for details of the Diversity and Inclusion Strategic Plan.)

Tactics:

- Goals highlighted in the Diversity and Inclusion Strategic Plan:
 - Resources
 - Mission Alignment
 - Recruiting and Retaining Diverse Students
 - Recruiting and Retaining Diverse Faculty
 - Recruit a diverse Board of Trustees that mirrors the ethnic diversity of our students
 - Determine tactics to embed greater diversity and inclusion strategies into the infrastructure of university practices and policies (annual evaluations, students, faculty and staff orientations, etc.)

Theme: Wellness

Objective 1: Choose a wellness model for the institution, for alignment of campus-wide practices.

Tactics:

- Explore existing wellness models and implement a model for MMU, including models that consider holistic well-being (e.g., physical, environmental, spiritual, vocational domains).
- Explore fitness options for campus to provide equipment and access to students as well as the public.
- Expand mental health services available to students on campus delivered through counselors of color.

Objective 2: Enhance Student Support offerings.

Tactics:

- Align student support, programming, and policies with wellness model (e.g., intramural offerings, professional mentorship, food service considerations, NetVUE opportunities).
- Create vibrant, engaged campus community, including evening, weekend, and online student opportunities.
- Ensure that student support efforts effectively address student retention, persistence and time to completion, as it relates to campus wellness efforts.

Objective 3: Continued progress toward best employment practices that lead to enhanced employee engagement.

Tactics:

- Increase professional development resources and opportunities.
- Analyze existing data on workload and align with best practices.
- Ensure salaries, benefits, and other employee resources align with CUPA data and best practices (for adjuncts, full-time and percentage faculty, staff, and administrators).
- Increase workplace efficiency and implement inclusive shared governance structure.

Objective 4: Health Care Clinic: Complete a feasibility assessment for on-campus health clinic offerings.

Tactics:

- Review historic data and analyze current need and opportunity for health clinic offerings.
- Identify appropriate campus space for health clinic offerings if feasible.
- Investigate health clinic partnership and/or outsourcing opportunities, including academic programming collaboration (i.e., occupational therapy, counseling).
- Consider business plan and funding sources for health clinic services, including grant, donor, and foundation support.
- Determine recommendation (and, if appropriate, plan of action) based on feasibility study.

Theme: Community

Objective 1: Build an inclusive campus community.

Tactics:

- Engage campus constituents in intentional experiences that build a vibrant community with a strong sense of pride.
- Consider campus access needs for full accessibility - related inclusion.

Objective 2: Develop stewardship of the mission by all across the campus

Tactics:

- Establish a mission committee representing all constituencies who would help to evolve an understanding of the mission and coordinate events, campus

conversations, etc.

Objective 3: Promote and celebrate women's leadership on campus and in the community through the Women's Leadership Institute

Tactics:

- Become known as the premier expert organization on women's issues in the greater Milwaukee area.
- Host or co-host women's events and/or women's organizations on campus.
- Support current MMU students through collaborations with the Honors Program.
- Host professional development or coaching/mentoring opportunities for women.
- Enhance the curriculum and educational experiences of current students with course collaborations highlighting topics and theme of experts, activists and leaders brought to campus by the Women's Leadership Institute.

Objective 4: Utilize the Women's Leadership Institute as a platform to offer unique programs with nontraditional formats.

Tactics:

- Collaborating with faculty, offer a leadership certification program that mingles the arts and sciences and is conducive to the schedules of working individuals.
- Offer leadership programming to high school age women and collaborate with the Admissions and Recruitment Office on continued engagement of program attendees towards the goal of increasing MMU enrollment.

Enrollment Growth

Mount Mary will increase undergraduate and/or graduate student enrollment to a total enrollment of 1600 (19% increase) by Fall 2025.

Theme: Retention, Persistence, and Timely Completion

Objective 1: Increase retention, persistence, and timely completion rates for undergraduate and graduate students.

Tactics:

- Enhance student support and academic growth through implementation of game-changer strategies from Complete College America, including enhanced social service support, focus on the momentum year, *thirty to thrive* initiatives.
- Expand Financial Aid and other monetary-based resources that lower student debt and account receivables (e.g., Mount Mary-sponsored student loan offerings, expansion of funded institutional aid sources to reduce student balances)
- Create a comprehensive continuing student enrollment plan.

- See *Campus Culture and Wellness* initiative for focus on outreach efforts specific to students of color, parenting students, and other special student populations.

Theme: Online Offerings

Objective 1: The campus will promote productive alternative educational delivery systems and scheduling.

Tactic:

- Develop a marketing and recruitment plan for increasing enrollment in programs and courses delivered in alternate systems and scheduling.

Theme: Marketing & Recruitment

Objective 1: Grow transfer student enrollment.

Tactics:

- Increase transfer student enrollment through marketing and recruitment of the existing and new articulation agreements. Expand visits/Skyping by Mount Mary faculty to two-year campus classrooms.
- Develop a campaign to market the University's use of Transferology. Transferology allows prospective students to enter coursework taken at previous institutions and determine what will transfer to one or more schools.
- Increase media campaign to two-year campuses focusing on the benefits of Mount Mary's education for adult students.

Objective 2: Grow enrollment through expanded regional and national marketing.

Tactic:

- Develop a marketing plan and corresponding budget that expands Mount Mary's recruitment reach beyond the Milwaukee metropolitan area.

Objective 3: Work with Academic Affairs in the promotion of current and new programs with an emphasis on those in which women are underrepresented.

Tactic:

- Include development of marketing plans, recruitment strategies and all other student support services associated with the current and new programs.

Objective 4: Develop a new student enrollment growth plan to get to 1600

Tactics:

- Develop a growth plan for graduate and undergraduate programs.
- Develop a plan for increasing enrollment through existing and new programs.
- Develop a plan that outlines growth in particular subgroups (FTFT, transfer, adult students, international students, students with some college, etc.).
- Recruit a diverse student population that will best allow the college to meet its mission, remain financially viable and continue its reputation for outstanding graduates.

- Devise marketing and recruitment goals that address desired growth in particular student groups identified above.

Theme: Partnerships

Objective 1: Expand Academic and Business Partnerships that would grow enrollment.

Tactics:

- Grow the number of high school and two-year college partnerships that lead to increased enrollment. Examples include dual credit offerings with St. Joan Antida and the Nursing 1-2-1 program.
- Grow the number of business partnerships that lead to increased enrollment.

Objective 2: Grow enrollment by expanding geographic regions from which students enroll.

Tactics:

- Develop regional high school, two-year college, parish and community-based organization (Examples include Girl Scouts, Boys and Girls Club, College Possible, etc.) relationships in St. Louis, Missouri. Admissions will leverage the SSND presence in this region as well.
- Develop regional high school, two-year college, parish and community based organization (Examples include Girl Scouts, Boys and Girls Club, College Possible, etc.) relationships in Minnesota including rural areas.
- Develop regional high school, two-year college, parish and community based organization (Examples include Girl Scouts, Boys and Girls Club, College Possible, etc.) relationships in Northern Illinois with specific focus on McHenry, Lake, Du Page and Cook counties.

Theme: Recruitment Strategies

Objective 1: Grow athletic team rosters to maximum capacity for existing sports.

Tactic:

- Grow enrollment through increasing the number of students recruited to play Golf and Cross Country through the addition of graduate assistant recruiters.

Objective 2: Grow enrollment through the addition of new sports.

Tactic:

- Research the return on investment of adding additional sports. Examples might include La Crosse or Bowling.

Objective 3: Grow transfer enrollment.

Tactics:

- Address merit award strategy for transfer students to increase yield.
- Introduce to HERA schools a recommendation to host a joint fall (October) and spring (April) transfer fair.

Objective 4: Grow enrollment of specific student groups.

Tactics:

- Grow niche academic programs on a regional and national level (e.g. Fashion,

Art Therapy, etc.).

- Increase the residual recruitment of students applying to the Caroline Scholarship program, (i.e. generate more applicants for the scholarship program and increase the yield of non-scholarship recipients that enroll).
- Develop other grant funded scholarships (e.g. National Science Foundation) that will attract many students and from which residual recruitment can be effective.
- Grow enrollment of graduate and undergraduate students eligible to receive Post-911/GI Bill Yellow Ribbon Program (Chapter 33) benefits.
- Grow enrollment in the new Compass program for undecided undergraduate students through expansion of marketing efforts to high school counselors, parents and students.
- Increase focus on Latinx Task Force initiatives to maintain the Hispanic Serving Institutions designation.
- Develop strategies for recruiting and enrolling adult students to complete their education.

Objective 5: Expand co-curricular offerings that would assist in recruitment of students.

Tactics:

- Research and develop a proposal to add electronic programming to the University's co-curricular offerings. Examples include E-Sports offered by colleges and universities under the sanctioning of the NCAA.
- Research and if reasonable, develop a competitive Dance Team.

Theme: Digital Marketing

Objective 1: Enhance the strategic use of the website for recruitment.

Tactic:

- Conduct a complete audit of the website and key features aligned with student recruitment including: ease of navigation, increased use of video content, virtual campus tours, expanded program content featuring current student and alumni profiles, job placement statistics and improved forms (inquiry, application and campus visit request). Expand content and features to support online and off-campus programming.

Objective 2: Expand the use of digital marketing to increase inquiries, applicants and visits of prospective students to the University.

Tactic:

- Monitor the return on investment for digital marketing to determine which strategies result in the highest conversion of inquiries and applicants to matriculants.

Theme: Financial Aid and other Financial Resources for Students

Objective 1: Expand scholarship models that increase enrollment.

Tactics:

- Research financial aid modeling that would leverage the ability to recruit students in specifically targeted groups. Examples of groups could be defined by academic major, academic profile, participation in an activity such as the Summer Leadership Academy or other attributes.
- Develop a scholarship model for resident students coming from out-of-state with particular focus on northern Illinois. Out-of-State students do not receive Wisconsin Grant and this would provide a tool to leverage their enrollment.

Objective 2: Increase retention through the strategic use of institutional financial aid.

Tactic:

- Explore the development of an institutional loan program to compliment the current scholarship and grant model that would provide additional options for students to fund their education.

Objective 3: Research jobs that may assist students in covering cost of attendance

Tactics:

- Expand hiring student workers on campus (cleaning, grounds, food service, etc.).
- Look for partnerships with companies that pay tuition in exchange for student work.
- Explore financial aid discounts for companies enrolling a requisite number of students (review past practices).
- Explore more paid internships.

Facilities that Attract and Engage

Create modern campus facilities that attract students and better meet academic and co-curricular programming needs as indicated by campus input.

Theme: Underutilized and other existing spaces

Objective 1: Identify which spaces can or should be restored and the highest and best use of such spaces.

Tactics:

- Compile an inventory of all spaces that fit into this classification, including such items as type and frequency of current uses, size, and any other information deemed relevant. (e.g. locker room, old gym, College Dining Room, theater, former chapel, etc.)
- Using surveys and discussions with deans, chairs, staff and students, determine 1) potential future users and specific potential uses, as well as 2) potential uses

and users of spaces vacated by those who move into refinished spaces.

- Identify and list all applicable proximities and adjacency needs for those users who propose to occupy newly available space (possibly using the same surveys and discussion approach as specified above).
- Organize and supply all of the compiled information to the architectural firm chosen to assist in Site and Facility Planning.
- Obtain cost estimates for any proposed projects.
- Determine whether any of the renovations require earlier prioritization, identify a source of funding, and submit requests for such to the President's Council.
- Hire architect and construction management firm through competitive bidding processes, and undertake construction.
- Consider partnerships for spaces like the Theater, Food Service, Child Care, fitness, etc. that may consider an investment in Mount Mary.

Theme: Sustainability

Objective 1: Focus efforts on campus-wide sustainability initiatives.

Tactics:

- Complete a campus-wide evaluation of current practices related to sustainability.
- Identify opportunities for improved waste stream management (e.g., recycling, reusing, composting, etc.).
- Align building and renovation projects with sustainability best-practices.
- Consider alternative energy sources for renovated spaces.
- Align sustainability and environmental best practices with academic offerings (e.g., dietetics, food science and organic garden).

Objective 2: Explore campus efficiencies that save money and may increase job satisfaction

Tactics:

- Explore centralized supply ordering.
- Go paperless.
- Renovate the NDH windows to reduce energy costs.
- Consider creative ways in which alumnae can contribute services or expertise and save money for MMU.

Theme: New spaces

Objective 1: Identify whether the strategic planning exercise leads to a plan for new facilities and, if so, implement steps to facilitate construction.

Tactics:

- Using Strategic Plan results, determine proposed new facility needs, including proposed uses, amenities, occupants, adjacencies, etc.
- Organize and supply all of the compiled information to the architectural firm

chosen to assist in Site and Facilities Planning.

- When appropriate, obtain cost estimates for any proposed projects.
- Hire architect and construction management firm through competitive bidding processes, and undertake construction.

Theme: Outdoor spaces

Objective 1: Determine whether to upgrade any existing athletic facilities or fields and implement steps to accomplish those changes.

Tactics:

- Meet with Athletic Department leadership and coaches to determine needs and rough specifications for athletic fields, including soccer, softball and others deemed high priorities.
- Organize and supply compiled information to the architectural firm chosen to assist in Site and Facilities Planning.
- Obtain cost estimates for any proposed projects.
- Hire architect and construction management firm through competitive bidding processes, and undertake construction.

Objective 2: Identify the possibility of a trail in the woods as an area for relaxation, meditation, exercise and prayer.

- Find boy or girl scout troop interested in building the trail.
- Put modern stations of the cross and exercise stations along the trail.

Objective 3: Determine whether to install/build an organic garden on campus.

Tactics:

- Initiate conversations with stakeholders and advisors to determine size, placement, configuration.
- Hire contractor and undertake construction.

Objective 4: If garden occurs, work with employees to determine how to integrate it into the campus. (See Campus Culture and Wellness for additional discussion.)

- Consult with faculty about integration of garden into curriculum (food science, dietetics, etc.).
- Consult with student services about student clubs or organizations that might wish to make the garden part of a project or outreach.
- Consider how the garden might be a source of social outreach (farm to table dinner, food pantry needs, campus volunteers, etc.).
- Consider farm as a possible source of auxiliary revenue.

Financial Vitality

Mount Mary will improve its financial vitality as indicated by a 4% net profit margin and a composite financial index of 7.0 or higher as measured by the Council of Independent

Colleges.

Theme: Increase enrollment revenue

Objective 1: See Grow Enrollment Initiative.

Theme: student affordability that will drive enrollment.

Objective 1: Investigate feasibility of tuition reset to maximize net tuition revenue.

Tactics:

- Research other schools processes for this and their outcomes.
- If feasible, create a plan to address all aspects of implementation and timing.

Objective 2: Optimize part time tuition cost to maximize net tuition revenue

Tactic:

- Develop a model that predicts increased PT student numbers necessary to decrease tuition without losing money while at the same time not converting FT students to PT status.

Objective 3: Investigate pricing on alternative terms (J-term, summer school, Saturday School, etc.) to optimize net tuition revenue.

Tactic:

- Determine options for pricing on each of these terms that optimizes revenue with costs.

Objective 4: Research additional textbook options (e-books, open access, etc.).

Tactic:

- Research options available from other schools to reduce book costs.

Theme: Strategic Initiative Funding

Objective 1: Develop a plan to fund strategic initiatives.

Tactics:

- Identify and prioritize the high cost strategic initiatives.
- Cost analysis of all strategic initiatives.
- Develop mini campaigns for particular initiatives.
- Explore alternative funding options (fundraising, bonds, partnerships, etc.).

Theme: Increase External Resources

Objective 1: Increase contributions to 40 million over fiscal years 2020-2025.

Tactics:

- Increase percentage and total revenue of alumnae giving.
- Increase number and total revenue from friends giving.
- Explore larger grant opportunities that align with our mission and vision.
- Explore new individual or private foundations of significant means that support our mission, vision and programs (wide scope).

- Build partnerships that would advance the institutions resources (facilities, scholarships, programs) and available services (clinics, daycare, etc.) that are mutually beneficial.

Theme: Increase Auxiliary Revenue

Objective 1: Consider land use of MMU as an asset for revenue generation

Tactic:

- As master campus plan is developed, consider opportunities for additional rentals or revenue (sports fields, garden, SSND residence, recreational events).

Objective 2: Explore options for increased rental of MMU spaces.

Tactic:

- Additional rentals (Bloechl, Alumnae Dining Hall, etc.).

Objective 3: Consider how to monetize the historic costume collection.

Tactic:

- Create an on-campus museum.
- Create a digital archive to draw people to campus.

Objective 4: Look into value of Intellectual Assets

- How might we monetize our intellectual knowledge (lectures, demonstrations, etc.).
- Bring more groups onto campus for intellectual, awards, banquets, etc.

Objective 5: Create alternative revenue sources through Women's Leadership Institute programming.

Tactic:

- Develop or pursue certification program tuition, sponsorships, grants, event ticket sales, facility rentals to women's groups that support additional revenue for campus.

Theme: Grow Endowment

Objective 1: Stabilize revenue and decrease tuition dependence.

Tactics:

- Create additional endowed student scholarships to decrease unfunded aid.
- Develop endowed faculty/staff positions.

Monitoring Progress and Refining the Plan

This strategic plan is intended to be flexible, to:

- adjust to the fiscal strength/viability of the University,
- be responsive to needs of the community,
- adapt to a changing world, and
- keep our mission on the forefront of decisions.

To maintain the ability to adapt, review of the plan should transpire according to the timelines established for initiatives. The completion of a single objective may result in the establishment of a new objective. A new opportunity for partnership may align with a current initiative and result in new identifiable tactics to meet an objective. Committee meetings should allow time not only for reporting on initiatives that have been completed or are in need of revision, but also for discussion of new initiatives that further our goals. The plan will be reviewed and modified as appropriate by the university community and the board of trustees once a year.

Prior to each monthly meeting of the Strategic Planning Committee, the co-chairs will build an agenda based on the timeline set for objectives/tactics. During meetings, the committee will be updated on the status of objectives that have been completed or are in need of revision. When reporting on the status of initiatives, leaders are guided by our mission, vision and values. In the case of significant changes to the plan, the committee shall seek input from the Mount Mary Community, and approval from the Board of Trustees.

The Committee will inform the MMU community of accomplishments and changes to the plan in a timely fashion and through various venues as identified in the communication plan.

Authorization of the Strategic Plan

I hereby provide my support and authorization of this 2019-2025 Strategic Plan for Mount Mary University

*Dr. Sherrie Serros
Strategic Planning Committee Co-Chair*

Date

*Dr. Karen Friedlen
Strategic Planning Committee Co-Chair*

Date

*Dr. Christine Pharr
Mount Mary President*

Date

*Cathy Buck
Mount Mary Board Chair*

Date

Appendices

A. Description of Strategic Planning Process Used

During the 2017-18 academic year, the Strategic Planning Committee evaluated their charge and membership. To enable the committee to be active participants in the development of a new strategic plan, the responsibilities of the committee were strengthened to include the design of the process, as well as the development and evaluation of a new strategic plan. Voting rights of the membership were expanded, so that all but the President are voting members.

The 2018-19 academic year began with two Design Thinking workshops for faculty, staff, select students, select advisory board members, community partners, alumnae and the Board of Trustees. These resulted in a multitude of ideas. Following a thorough discussion of the meaning of “strategic”, the committee began an initial sorting of the post-it ideas. Some were not strategic, but more operational, and are to be forwarded to appropriate programs/departments for possible implementation. The strategic ideas were grouped into fourteen areas of impact. After considerable deliberation, these groupings were synthesized into five areas. The committee members self-selected in subgroups to address one of the five strategic groups. Each subgroup utilized a common template to develop specific initiatives with identified objectives.

In November, a Brown Bag presentation of the plan status was held for faculty and staff, with a parallel activity for the Board of Trustees. At this time the community was invited to vote and comment on the initiatives to pursue and those to let go. The committee reviewed the input with each subgroup reporting on areas for focus, negative responses, areas of incongruence between faculty/staff and the Board, and data to consider for further review. With input from the committee and utilizing a refined template, each subgroup shaped objectives and tactics to align with initiatives.

While reviewing initiatives for inclusion, the committee also began to discuss the format by which the plan would be presented to various constituents. In addition, the committee deliberated on the process for monitoring and revising the plan.

B. Strategic Analysis Data

A brief description of lists of data and post it notes are posted for the strategic planning committee on My Mount Mary (External Analysis, Internal Analysis & List of Issues): https://my.mtmary.edu/ICS/Campus_Life/Campus_Groups/Strategic_Planning_Committee/Members_Page_Current_Academic_Year.jnz These can be made available as needed to the rest of campus and the Board of Trustees.

C. Alignment with Board Committees

Strategic Plan Initiative	Objectives	Board Committee Oversight
Academic Programs and Delivery Systems	Expand current programs offerings	Academic & Student Affairs
	Expand new program offerings	Academic & Student Affairs
	Delivery Systems	Academic & Student Affairs Finance & Investment
	Academic Technology & Applications	Academic & Student Affairs, Audit & Risk Management
Campus Culture & Wellness	Family Centered Campus	Academic & Student Affairs
	Diversity	Academic & Student Affairs
	Wellness	Academic & Student Affairs, Building & Grounds Finance & Investment
	Community	Academic & Student Affairs
Enrollment Growth	Retention, Persistence and Timely Completion	Academic & Student Affairs
	On-line Offerings	Academic & Student Affairs
	Marketing & Recruitment	Academic & Student Affairs Executive Committee
	Partnerships	Academic & Student Affairs Executive Committee
	Recruitment Strategies	Executive Committee
	Digital Marketing	Executive Committee

	Financial Aid & Other Financial Resources	Alumnae & Donor Relations Finance & Investment Executive Committee
Facilities That Attract and Engage	Underutilized Spaces	Building & Grounds
	Sustainability	Building & Grounds
	New Spaces	Building and Grounds
	Outdoor Spaces	Academic & Student Affairs, Building and Grounds
Financial Vitality	Student Affordability	Finance & Investment
	Strategic Initiative Funding	Alumnae & Donor Relations Finance & Investment
	Increased External Resources	Alumnae & Donor Relations Finance and Investment
	Increase Auxiliary Revenue	Finance & Investment Academic & Student Affairs
	Grow Endowment	Alumnae & Donor Relations Finance & Investment

D. Funding Options

This narrative addresses the question of how Mount Mary will fund the 2019-2025 strategic initiatives. There are numerous potential funding sources, and there will be considerable discussion and vetting of potential ideas to identify which are the most appropriate to consider at this time.

Among the possibilities are:

1. Future Generations Fund: Mount Mary funded an account intended to be available for strategic initiatives. At present there is approximately \$9 million in the fund.

2. Strategic Initiatives Fund: During FY 2018 Mount Mary received a large bequest of \$1.2 million that was set aside in this fund to help finance strategic initiatives. Additional funds may be added to this fund from FY 2019.
3. Other operating funds: Mount Mary established an operating income objective of growing its operating margin to 4% over the period 2019-2023. If the University is successful in doing so, a cumulative amount of approximately \$1-1.5 million of earnings will become available for funding strategic initiatives.
4. Philanthropy: A fund development strategy will be devised. The capacity, targets and specific strategies are under consideration at this time.
5. Developer financing: There is a presently a substantial market of organizations willing to build new facilities and lease them to owner/operators. This strategy would be most applicable for construction of new facilities, and less so for renovations.
6. Bond financing: Mount Mary has access to “conduit financing” through the Wisconsin Health and Educational Facilities Authority. As such, Mount Mary could issue any variety of bonds, including taxable and tax exempt – both fixed rate and variable rate. The best choice would depend on the timing of the transaction. Based on preliminary conversations with investment bankers, there is probably \$15-20 million available through this mechanism.

Examples of how these respective strategies might be deployed are reflected in the table below.

Potential strategic plan components	Future Generation and Strategic Initiatives Funds	Other operating funds	Philanthropy	Developer financing	Bond financing
Academic program expansion and modalities	X	X	X		
Intergenerational housing			X	X	X
Student housing (new)	X	X	X	X	X
Student housing (renovation)	X	X	X		X
Other renovation projects (e.g. windows)	X	X	X		

Athletic fields	X	X	X		
Theater	X	X	X		X

E. Communicating the Process

It is important to continue the dialogue with constituencies in order to report ongoing activity and progress toward goals. Various forms of delivery will be utilized to best meet the needs of diverse audiences. Print and electronic media will help important information reach alumnae, community partners, employees, students, donors, the general public, and the Board of Trustees.

Updates will be aligned with significant goal achievement, or new actions in addition to scheduled releases. On campus events will remain a primary means of ongoing communication (university workshop, brown bags). Examples of print media may include Mount Mary Magazine content, campus posters, and “take-aways” like bookmarks and flyers. Electronic options may include website, social media and use of the MMU learning management system.

These communications are expected to engage stakeholders in the ongoing process of strategic planning and will be monitored for effectiveness and reach.

F. Diversity and Inclusion Council Strategic Plan

Diversity & Inclusion Council Strategic Plan (2018-2021)

Introduction

Mount Mary University’s (MMU’s) educational vision and values are derived from the legacy of the School Sisters of Notre Dame (SSND). Unity in diversity is at the heart of the SSND mission and the university. Diversity and inclusion carry forward the principles on which the university was originally founded. Our campus commits to proactively fostering an inclusive environment to promote unity in a divided world. The core values of Mount Mary are central to education at the university: compassion, competence, community and commitment. Individually and collectively, Mount Mary promotes a holistic education that welcomes students from diverse backgrounds and cultures.

Sponsored by the SSND, MMU is an urban Catholic university that strives to be recognized as a diverse learning community that works in partnership with local, national and global organizations to educate women to transform the world. Throughout its history, the university has been committed to building an

inclusive, diverse learning community. Consistent with this vision, MMU serves an increasingly diverse population of undergraduate women; and at the graduate and post-baccalaureate level, both women and men. Our campus brings together students of different socioeconomic backgrounds, races, ethnicities, cultures, and religious and political beliefs.

In 2014, MMU ranked as the 5th highest Midwest regional institution for diversity and we embrace the opportunity to foster cross-racial interactions and decrease the racial divide in Milwaukee. Today, approximately half of full-time undergraduate students at the university are from historically underrepresented ethnic and racial groups (fall of 2017). Mount Mary University students are also socioeconomically diverse; 55% of all undergraduate students received Pell grants in the 2017-18 academic year. Students are also diverse in terms of their age, religious beliefs, national affiliation, and abilities. Students are predominantly from the greater Milwaukee area and remain in the area after graduating. 2010 US Census data shows that Milwaukee, Waukesha, Washington and Ozaukee counties top the black-white segregation index of America's top 100 metro areas (Frey, 2010).

While students come from the surrounding community, the campus provides a diverse environment that many may not have experienced before. Mount Mary University is committed to providing a comfortable and equitable environment for all of our students, embracing our diverse student population as one of our greatest strengths.

Mission of the Diversity & Inclusion Council

The Diversity and Inclusion Council at Mount Mary University seeks to foster an academic community and campus climate that provides education to transform the world. This takes place through embracing the values of MMU with an emphasis on open-mindedness, respect, cultural awareness and sensitivity, equity, and inclusion.

Role of the Diversity & Inclusion Council

The Diversity & Inclusion Council recognizes that in order to truly foster equity and inclusion at Mount Mary University, there must be an institutional commitment to our mission at every level of the organization. The Council acknowledges that we are not the only voice in this conversation, and this important work must be a collaborative effort, so we propose a holistic approach to diversity and inclusion. The Council seeks to serve as a campus resource and equip each area of the institution with the tools and resources necessary to develop and sustain their own initiatives related to diversity and inclusion.

We will strive to achieve this through the following goals:

Goal #1: The Diversity & Inclusion Council will serve as the premier resource, liaison, and representative for the university to align our resources, actions, practices and policies with best practices for diversity and inclusion.

SMART Goals:

1. By the end of the 2018-2019 academic year the council will establish a centralized electronic space for educational/inclusive resources and events on campus via online resources that will be updated monthly by a designee of the Council.

2. The Council will provide two training sessions per academic year for faculty/staff/administrators on best practices related to diversity and inclusion (data driven).
 - a. The D&I Council will collect research on best practices during the 2018-2019 academic year.
 - b. During the 2019-2020 academic year the D&I Council will develop curriculum, including presentations, based on the research from 2018-2019.
 - c. Starting in the 2020-2021 academic year, the D&I Council will begin hosting trainings for Faculty, Staff, and Administration.
3. In collaboration with Human Resources, the council will develop learning and training materials (cultural competence) for the campus community to foster continuous education related to diversity and inclusion.
 - a. With Human Resources, develop a collaborative plan and a repository of resources for learning/trainings during the 2018-2019 academic year.
 - b. Alongside Human Resources, the D&I Council will begin offering trainings and learning opportunities for staff throughout the 2019-2021 academic years.
4. The Council will meet with the various campus constituents once a semester to provide updates on the council and available resources to include the entire campus community: Vice Presidents, Deans of each school, Student Affairs, and Faculty Assembly. These meetings will begin by September 2019.

Goal #2: To foster a proactive, culturally conscious campus climate that promotes unity, respect, social justice and inclusion in an ever-changing academic community.

SMART Goals:

1. The Council will assess the campus climate through a campus climate survey for students and employees every other year.
 - a. In collaboration with Human Resources and other campus constituents, the D&I Council will prepare an all campus Climate Survey for students and employees during the 2018-2019 academic year.
 - b. In collaboration with Human Resources, Institutional Effectiveness, and other campus constituents, the D&I Council will launch the campus climate survey for students and employees during the 2019-2020 academic year.
 - c. Evaluations and sharing of survey results with the campus community will take place during the 2020-2021 academic year. The council will use the survey data to inform the objectives of the next strategic plan and address ongoing concerns as needed.
2. The Council will serve as an advocate for those affected by hate/bias related incidents on campus.
 - a. During the 2018-2019 academic year, the D&I Council will collaborate with Title IX Coordinators, the VP of Academic and Student Affairs, Conduct Officers, Human Resources, Public Safety, and other campus constituents to clarify hate and bias reporting processes/protocol. As needed, the D&I Council will make recommendations for improving the reporting process.
 - b. In conjunction with Goal 2 – 2.a. the D&I Council will explore the possibility of creating anonymous reporting forms for hate/bias on the MyMountMary intranet.

Goal #3: To promote the university as a beacon for recruiting and retaining students from all cultures, while promoting the university's core values through an equitable academic environment.

SMART Goals:

1. The Council will collaborate with the Admissions Office to provide support for their initiatives for recruitment of diverse student populations.
 - a. The D&I Council will develop a comprehensive understanding of initiatives for recruiting diverse populations by the end of the 2018-2019 academic year.
 - b. During the 2019-2021 academic years, the D&I Council will begin offering support to the Admissions Office on the use of best practices for diverse recruiting.
2. The Council will develop diversity and inclusion initiatives that promote a sense of community and create a supportive environment for student learning (from University Strategic Plan).
 - a. By the end of 2019-2020, the D&I Council will explore the option of creating an annual campus-wide diversity forum to allow faculty, staff, administrators, and students to come together to discuss issues related to diversity & inclusion.
 - b. By the end of 2018-2019, the D&I Council will collaborate with Student Government Association and student organizations to host forums and events that reflect values of inclusion and acceptance. Additionally, the Council will serve as a resource for diverse student organizations.
 - c. Develop annual marketing campaigns related to diversity to be advertised on social media, university website, and throughout campus to promote inclusion and community.
 - i. Through collaboration with Marketing and others, the D&I Council will create internal branding during the 2018-2019 academic year.
 - ii. The D&I Council will collaborate to review and create an external presence for diversity and inclusion in the surrounding community by the end of the 2020-2021 academic year.
 - d. Promote the purpose of the Diversity & Inclusion Council to students so that they are aware of a group that can address concerns and matters related to diversity.
3. By the end of 2020-2021, the Council will identify and support various campus offices including the University Counseling Center, Student Engagement, Residence Life, etc. to establish delegated "safe spaces" and representatives to work with diverse students individually on meeting any of their needs. As part of this work the Council will explore options for grant funding and other resources. The Council will collaborate with Institutional Effectiveness to understand the data/ measurements that the campus is using related to student attrition as well as help to develop best practices on multicultural and diversity sensitive research practices.
 - a. The Council will gather research and other information during the 2018-2019 academic year. This will be followed by publishing the best practices in 2019-2020 and creating an annual update by the end of 2020-2021.

Goal #4: To support the university in recruiting and retaining faculty, staff, and administrators from diverse backgrounds to promote a culture that is congruent and representative of our campus community.

SMART Goals:

1. The Council will assist and partner with Human Resources for best practices on recruitment of diverse faculty, staff, and administrators.
 - a. The Council will partner with Human Resources to implement strategies on diverse hiring practices including: networking and developing Vitae banks, forming search committees, minimizing bias, developing resources on posting attractive job ads to increase the diversity in candidate pools, connecting with professional organizations, etc.
 - b. In collaboration with Human Resources, the Council will develop a training module to be used for search committees and hiring managers that will provide support/resources for recruiting diverse candidate pools. Additionally, a member of the Council and Human Resources will meet with search committees and/or hiring managers in the early stages of the process to serve as an additional resource upon request.
2. The Council will serve as a campus resource for best practices on retention of diverse faculty, staff, and administrators.
 - a. Assess the current needs of diverse faculty, staff, and administrators through use of the results of campus climate survey.
 - b. Connect with School Deans to explore mentoring initiatives for faculty of color.
 - c. Host at least one event each semester for faculty, staff, and administrators of color to establish community and connect with others from across campus.
 - d. Collaborate with Human Resources to update exit interview questions to include topics related to experiences with diversity and campus climate as a means to learn more about why diverse faculty, staff, and administrators leave the institution. We will explore ways that this data can be shared with the Council for further research and assessment.

Expectations of the Diversity & Inclusion Council

1. Membership of the Diversity & Inclusion council will consist of representatives from across the campus community. Faculty will be appointed through the Faculty Service Committee and the other members will be appointed by the President in consultation with the VP for Academic Affairs. Appointed members will serve a three-year term; makeup of the council can be found in the faculty handbook.
2. The Council will meet a minimum of once a month throughout the academic year and will consider meetings during the summer months if warranted.
3. The Council will receive on-going trainings on various topics related to best practices in diversity & inclusion by:
 - a. Sending 1 representative annually to a conference/training on inclusionary practices.
 - b. Utilizing online training seminars and webinar resources.
 - c. Advocating that the University becomes an institutional member of the American College Personnel Association (ACPA).
4. The council will advocate for the addition of an annual budget to facilitate the various needs of the members and broader campus community. Additionally, the council will connect with the Development Office to identify and secure grants related to diversity and inclusion that can support the council's efforts.
5. It is imperative that the Diversity & Inclusion council has a representative voice in decision-making that affects our diverse students, faculty, staff, and administrators. The council will look to the VP for Academic Affairs to serve in this capacity at the senior leadership level, and long-

term, will advocate for a Chief Diversity Officer. We also recognize that this advocacy should come from every level of the institution; we must have a community voice in this advocacy.

6. The Council will work to expand our visibility on campus, so that students, faculty, staff, and administrators are aware of who we are and what we do. We will focus on our branding efforts by creating a logo to be used on all formal documents and on the diversity website as a means to symbolize our presence on campus.
7. The Council will develop a manual of Diversity & Inclusion trainings, workshops, presentations, resources to be saved on the shared drive to ensure longevity and sustainability of the council's work.

Closing

Through this work, the council will continue to serve as an advocate for inclusive practices at Mount Mary University. This includes continually advocating for the mission of the D&I Council, creation of campus resources for diverse students, and a centralized safe space through the creation of a Diversity Office on campus.