



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

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.
- B. Provide coordinated opportunities for students to develop creative leadership skills that prepare them to be competent and competitive in their chosen discipline.
- C. Enhance career development services by more intentionally connecting classroom experiences to vocation and related professional skills.
- D. Develop diversity and inclusion initiatives that promote a sense of community and create a supportive environment for student learning.

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.
- 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.
- C. Expand base of support through dual focus of retention of current donors and acquisition of new ones.
- D. Increase donated dollars across all fundamental fundraising venues areas: endowment, annual, grants, and capital.
- E. Promote fiscal responsibility through prudent use of resources.
- F. Employ best in class management practices related to systems, policies and personnel to meet net revenue goals.

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.
- B. Develop and sustain standards, procedures and policies for acquiring, implementing and maintaining academic and administrative technology.
- C. Establish additional designated classroom, laboratory, and office space to support projected growth in Natural and Health Science programs.
- D. Develop and implement a plan to meet short- and long-term student housing needs that result in increased student engagement and retention.

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.
- B. Increase and enhance the visibility and awareness of the University and its academic programs to the community at large/all stakeholders.
- C. Leverage current and grow new relationships that hold reciprocal monetary and/or in kind value for the University and external partners.
- D. Grow alumnae engagement resulting in increased participation in campus life, advocacy and financial support for the University.

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.
- B. Create employee ambassadors for promoting the mission.
- C. Develop a comprehensive wellness program for employees and students that promotes occupational well-being, environmental health, safety and security.
- 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.
- E. Create a community that recognizes the contributions of employees that better the University by achieving our strategic goals.