



promisepossibilitiesuccess

Strategic directions: Where we've been and where we might go

Mount Mary College
All College Forum
April 29, 2010



promisepossibilitiesuccess

Objectives for today

- Celebrate!
- Review
- Refresh—2010 to 2015
 - Sharpen the focus in preparation for comprehensive campaign and HLC visit
 - Determine what still needs to be done and what needs to be added
 - Reengage the community in conversations



promisepossibilitiesuccess

Our planning past

- Claiming Our Future was completed in 2007 and runs through 2012
- Cross-campus, collaborative planning process took 9 months to complete and resulted in a plan defined by six primary initiatives, including nineteen goals.
- Progress to goals have been tracked and updates communicated by the Strategic Planning Committee.



promisepossibilitiesuccess

Initiative A: Ensure academic programs of integrity and distinction

- Conducted market research to identify additional new programs (A.1.1)
- Established the Radiologic Technology and Diagnostic Medical Sonography Majors (A.1.2)
- Explored development of OCT and ATH professional doctorates. (A1.1.4) Moving forward with ATH professional doctorate .



promisepossibilitiesuccess

Initiative A - cont.

- Expanded the Masters in Counseling to include three concentrations: community, ~~pastoral~~ (new) and school counseling (new)
- Signed an articulation agreement with the UW 2-year colleges that included program specific agreements in education and nursing.
- Established a degree completion, general studies transfer and 5 program-to-program articulation agreements with Gateway Technical College.



promisepossibilitiesuccess

Initiative A - cont.

What remains:

- With current conversations with WCTC and MATC, we will exceed goal of 8 program-to-program articulation agreements. (A.2. 11)
- Bridge program for CAP students, increase undergraduate research, reduce percentage of total credits taught by part-time faculty, increase student access through flexible learning delivery systems (Title III)



promisepossibilitiesuccess

Initiative B: Ensure long term viability of College

- The new driveway was installed the summer of 2008.
- Wireless was installed in residence hall.
- Eduserv assessed information technology needs, and we developed an Information Technology Master Plan.
- We increased endowed scholarship fund by over half a million dollars.
- The Space Utilization Study was undertaken and recommendations were made for expanded Child Care Center and library renovation.
- The residence hall kitchen and living spaces will be updated this summer.



promisepossibilitiesuccess

Initiative B – cont.

What remains:

- Increase the endowment
- Conduct feasibility study and develop strategies for comprehensive campaign
- Continue to address deferred maintenance
- Continue to address sustainability issues
- Continue to implement technology plan



promisepossibilitiesuccess

Initiative C: Refine and implement an integrated enrollment management system

- Noel Levitz designed an Enrollment Revenue Management System, including development of a financial aid matrix to provide for consistent awarding of aid.
- Enrollment in the Midtown program reached capacity (50 students) for two consecutive years.
- Record enrollment was reached for two years, exceeding goals.
- The athletics program achieved full NCAA Division III status and almost doubled the number of student athletes, surpassing the goal of 10% increase per year.



promisepossibilitiesuccess

Initiative C – cont.

What remains:

- Reach UG FT goal of 1,000 students
- Increase G goal from 500 to 625
- Increase average ACT of matriculated students while continuing to provide access to a diverse group of students



promisepossibilitiesuccess

Initiative D: Improve student success as defined by retention and graduation rates

- Established Student Success Task Force
- Developed, piloted and institutionalized new mid-semester grades reports for first year students and refined post-probation counseling
- Paired two fall sections of Leadership for Social Justice Seminar and Composition I in order to create two learning communities
- Experienced a significant rise in student participation in co-curricular activities in response to programming efforts
- Piloted and continue to develop a grant-funded financial literacy course with Midtown Program students



promisepossibilitiesuccess

Initiative D - cont.

What remains:

- Increase retention rate
- Increase graduation rate



promisepossibilitiesuccess

Initiative E: Strengthen the College's identity, visibility, and reputation

- Enhanced the use of the My Mount Mary web site for internal communication
- Launched new College website in summer 2008
- Created new brochures about college facilities and athletic facilities and distributed them to area churches and community groups



promisepossibilitiesuccess

Initiative E - cont.

- Increased the alumnae e-mail data base to 3700 names
- Announced a "Year of Transformation" on the occasion of Presidential Inauguration.
- Expanded website posting and links, publicized Mount Mary events and information, and included highlights of the college's involvement in the community



promisepossibilitiesuccess

Initiative E - cont.

What remains:

- Continue efforts to be more visible locally, regionally, and nationally



promisepossibilitiesuccess

Initiative F: Enhance and support a diverse environment for the Mount Mary community

- Offered *ConnectEd* history class students at the SSND-sponsored high school in Guam
- Established the Foley-Poehlman Diversity Lecture Series
- Secured funding to continue College in the Community
- Offering 3 pre-college summer camps: "Fashion and Art Boot Camp," "Health Careers," (in collaboration with UCC and CCON) and "Picture yourself in College" (grant-funded) Other summer offerings include "Art for Youth" and Sports Camps.
- Established the President's Advisory Council



promisepossibilitiesuccess

Initiative F - cont.

What remains:

- Increase ethnic diversity of employees
- Review and update salaries
- Continue to reinforce connections among various leadership programs



promisepossibilitiesuccess

Refreshing the plan

- “Refresh” the current strategic plan, deleting goals and objectives which have either been accomplished or are no longer a priority and adding those that we know (or come to know) are of primary importance to our future.
 - Leadership: President
 - Implementation: President’s Council (and others throughout the college as needed)
 - Timeline: July 1 thru October 28, 2010 (Fall board meeting)
 - Primary inputs: Current strategic plan (including a review of progress), planning forums (one or more for each of the imperatives), key stakeholder interviews, web-based survey
 - Expected outcomes: Consensus around vision, strategic imperatives and big ideas; fresh opportunity to align resource commitments with priorities; heightened sense of energy and momentum; and, institutional readiness for the campaign



promisepossibilitiesuccess

Five-year strategic imperatives

- Student success
- Academic excellence
- Campus renewal
- Community impact
- Financial vitality



promisepossibilitiesuccess

Critical factors cutting across all five imperatives

- Diversity
- Catholic identity
- Women's leadership



promisepossibilitiesuccess

Current strategic initiatives

- A. Ensure academic programs of integrity and distinction
- B. Ensure long term viability of College
- C. Refine and implement an integrated enrollment management system
- D. Improve student success as defined by retention and graduation rates
- E. Strengthen the College's identity, visibility, and reputation
- F. Enhance and support a diverse environment for the Mount Mary community



promisepossibilitiesuccess

Student Success

Increase 6-year graduation rates from 40% to 45%

Improve student success as defined by retention and graduation rates (D)*

- Assess data and disaggregate appropriately to better understand retention patterns (D1)
- Strengthen meaningful connections between academic and student affairs (D2)
- Expand student life and services to meet the needs of all students (D3)
- Enhance and coordinate academic and other student services (D4)



promisepossibilities**success**

Academic excellence

Raise academic capacity and stature across the board.

- Provide Art & Design programs with physical space to expand and otherwise enrich instruction.
- Grow graduate programs, including first two doctoral programs.

Ensure academic programs of integrity and distinction (A).

- Develop new academic programs (A1)
- Enhance current academic programs (A2)



promisepossibilities**success**

Renewal

Renew aged campus properties with core technology infrastructure, and energy-efficient modifications.

- Address space issues, including adequacy, repair and upkeep of buildings (B2)
- Address technology issues (B3)



promisepossibilitiesuccess

Impact

Position the college as an integral agent in Greater Milwaukee's social and economic renaissance. Demonstrate the alignment of academic programs with the needs and aspirations of the community.

- Continually seek to extend outreach in the community (F2)



promisepossibilitiesuccess

Financial Vitality

Substantially increase philanthropic support of the institution via stronger relations with alumnae and friends and a stronger and clearer institutional identity

Strengthen the College's identity, visibility, and reputation (E)

- Cultivate financial resources that will allow the College to fulfill its mission (B1)
- Focus on mission, including women's leadership (E1)
- Increase visibility of Mount Mary community at the local, regional, national and international levels (E2)
- Revise website (E3)



promisepossibilitiesuccess

Financial Vitality

Grow and sustain enrollment at 1,000 FT undergraduates and 625 graduate students

Refine and implement an integrated enrollment management system (C)

- Recruit effectively (C1)
- Provide adequate financial aid to attract and support students (C2)
- Strengthen ongoing communication and involvement between academic departments and admission (C3)



promisepossibilitiesuccess

Observations

- Current initiatives actually align fairly well under new imperatives
- Current goals (and objectives) are a mixed bag.
 - Some are more strategic than others.
 - Many have been accomplished, some not.
 - There are some gaps.
- Current diversity initiatives & goals do not readily map to proposed imperatives but cut across many.



promisepossibilitiesuccess

FY11 Strategic Agenda

- **Academic programs**—Develop, extend, and strengthen academic programming and prepare for HLC reaccreditation. (Initiative A Academic Programs/Academic Excellence)
- **College identity**—Undertake an internal and external review of MMC's identity that will shape and further the college's "brand" which will, in turn, inform college initiatives and strategies related to enrollment, retention and business planning. (Initiative 5 College Visibility/Impact)



promisepossibilitiesuccess

Agenda – cont.

- **Infrastructure for a comprehensive campaign**—Identify strategic goals for next five years and the associated fundraising priorities for a comprehensive campaign. Undertake planning and infrastructure work for campaign (Initiative 5 College Visibility/Impact)
- **Quality of Life for Employees** – Develop programs and systems that will enhance the quality of life of our community members. (Initiative F Diversity and Outreach/Renewal)



promisepossibilitiesuccess

Agenda - cont.

- **Celebration of community**—Examine employee engagement in ways that will stimulate dialogue and give rise to strategies for developing our sense of what it means to be the Mount Mary College community. (Initiative F Diversity and Outreach/Renewal)
- **Improved, More Efficient Facilities** – Address immediate facility upgrades that would result in protecting, extending the lives of, and increasing the efficiency of our facilities and systems; provide adequate accommodations for the basic fulfillment of our mission. (Initiative B Long Term Viability/Renewal)



promisepossibilitiesuccess

Agenda – cont.

- **Revamped Financial Model of the College** - Review enrollment, recruitment, and retention practices, and position in comparison to its peers. (Initiative D Student Success/Financial Vitality)
- **More Efficient Use of Resources** – Review programs, processes, activities and systems in an effort to maximize the value of the community effort and financial resources. (Initiative B Long Term Viability/Financial Vitality)
- **Enhanced Technology** – Implement a technology program that will support teaching, learning, and the delivery of services. (Initiative B Long Term Viability/Academic Excellence/Student Success)