



Claiming Our Future 2007-2012 Strategic Plan

Executive Summary

Introduction

The strategic plan for Mount Mary College builds upon the College's historically demonstrated ability to transform lives through education. The plan calls for Mount Mary to continue to offer career preparation with a strong foundation in the liberal arts in a context that emphasizes leadership for social justice and value-based decision making. This strategic plan effectively positions Mount Mary to recruit an increasing number of undergraduate and graduate students and to create an overall experience that supports their success and satisfaction. Through this plan, Mount Mary will increase its visibility and enhance a diverse learning environment. Finally, the plan addresses the financial stability and growth of resources that are essential to the achievement of all goals.

Philosophical Background

Drawing on the guiding philosophy of the College's founding order, the School Sisters of Notre Dame, the strategic plan reflects an institutional commitment to effect social change through education. In keeping with this philosophical approach, and in support of the SSND mission, the strategic plan was formulated with the following guiding principles:

Mount Mary College will

- Remain a Catholic college,
- Remain a women's college and offer post baccalaureate opportunities for men and women,*
- Continue to be a mission driven institution,
- Secure financial stability,
- Remain focused on and responsive to the individual needs of each student,
- Increase diversity on all levels,
- Retain and build upon the liberal arts tradition.

Marketplace Trends

In order to develop a plan that was comprehensive and achievable, attention was paid to the external factors existing in the educational environment. The following circumstances were seen as important considerations as the planning process was undertaken.

- A high level of competition exists in higher education, including “for-profit” institutions, on-line courses, and corporate training programs. Milwaukee and southeastern Wisconsin also offer a wide range of educational opportunities.
- Changing demographics reveal a projected decline in traditional aged students in the Midwest, but growth in the South and Southwest.
- Technology is a critical component of the current learning environment.
- Institutions increasingly serve a more diverse student body.
- Students have and will continue to have greater financial need.
- Growth is expected in non-traditional student and graduate student populations.
- Greater accountability is demanded of higher education institutions in terms of measuring outcomes of student learning.

Planning Process

The 2007-2012 Strategic Plan is the result of a nine month process that began in December, 2006. A previously selected group of faculty and administrative staff members, serving as task area chairs, met at that time to discuss the planning process and appropriate timeline. Discussion also took place about the specific task areas that would be addressed in the plan. The process then moved forward in the following manner:

January 2007

- All-College Workshop during which results of the President’s “Listening Tour” were discussed and the strategic planning process was introduced
- All-day workshop for the Strategic Planning Committee during which relevant data were shared, an environmental scan was presented and a process for identifying Strengths, Weaknesses, Opportunities and Threats (SWOT) was introduced

February – March 2007

- SWOT analysis was conducted with all constituencies (internal and external) providing feedback in relation to the various task force areas:
 - Academic programs
 - Student life
 - Physical plant
 - Enrollment and retention
 - Advancement and marketing
 - Technology
- Half-day workshop for strategic planning committee chairs to analyze and synthesize SWOT data, along with initial discussion about the plan’s initiatives and goals

April 2007

- Half-day workshop with full strategic planning committee to discuss and refine agreed upon initiatives and begin to develop goals associated with those initiatives
- Ongoing meetings among the essential task area groups to facilitate a first draft of objectives

June 2007

- Presentation of initiatives and goals to the Mount Mary College Board of Trustees

July 2007

- President's Council Retreat to refine plan
- Final revisions of Strategic Plan with full planning committee

August 2007

- Presentation of plan at All College Workshop

October 2007

- Presentation of plan at Board of Trustees/Corporate Member Annual Meeting

Initiatives and Goals

Initiative A: Ensure academic programs of integrity and distinction

- Goal 1: Develop new academic programs
- Goal 2: Enhance current academic programs

Initiative B: Ensure long term viability of College

- Goal 1: Cultivate financial resources that will allow the College to fulfill its mission
- Goal 2: Address space issues, including adequacy, repair and upkeep of buildings
- Goal 3: Address technology issues
- Goal 4: Develop and implement a campus-wide crisis management plan

Initiative C: Refine and implement an integrated enrollment management system

- Goal 1: Recruit effectively
- Goal 2: Provide adequate financial aid to attract and support students
- Goal 3: Strengthen ongoing communication and involvement between academic departments and admission

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

Note: The following objectives are designed to increase fall to fall retention by 3 percentage points and to improve the 6-year graduation rate by 2 percentage points.

- Goal 1: Assess data and disaggregate appropriately to better understand retention patterns
- Goal 2: Strengthen meaningful connections between academic and student affairs
- Goal 3: Expand student life and services to meet the needs of all students
- Goal 4: Enhance and coordinate academic and other student services

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

- Goal 1: Focus on mission, including women's leadership
- Goal 2: Increase visibility of Mount Mary community at the local, regional, national and international levels
- Goal 3: Revise website

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

Goal 1: Attract, retain and support a diverse, highly qualified faculty, administration and staff

Goal 2: Continually seek to extend outreach in the community

Goal 3: Attract, retain and support a diverse student body

Conclusion

The Strategic Plan for Mount Mary College 2007-2012 represents a collaborative effort among all members of the College community. The strategic initiatives that have been identified are seen as essential to the continued growth and viability of the institution and have provided the framework from which all the goals and objectives flow.

The plan was developed to anticipate, evaluate, and take advantage of opportunities that will lead Mount Mary to claim its future. Innovative thinking and risk taking are the hallmarks upon which Mount Mary was founded. The next five years will undoubtedly offer further examples of those qualities as the College continues to redefine the ways in which it can serve its students, serve its community and serve the world.

* Mount Mary College and Columbia College of Nursing jointly offer a Bachelor of Science in Nursing to women and men.

August 22, 2007



August 22, 2007

Claiming Our Future Strategic Plan 2007-2012

Initiative A: Ensure academic programs of integrity and distinction

Goal 1: Develop new academic programs

Objectives	Timeline	Cost/Funding Source	Responsibility
Conduct market research to identify additional new programs.	2007-2009	\$60,000 each year	VPASA, VPIA
Develop and implement at least 2 new undergraduate health-career related majors.	2007-2009	Operating budget	VPASA
Develop and implement 1 new undergraduate fitness, nutrition, recreation, and/or related program.	2007-2009	Operating budget	VPASA
Explore possibility of developing 2 new graduate programs.	2007-2009	Operating budget	ADGCE

Goal 2: Enhance current academic programs

Objectives	Timeline	Cost/Funding Source	Responsibility
Establish school counseling and pastoral counseling certification programs at the graduate level.	2008	Operating budget	ADGCE
Collaborate with other colleges in academic programming/course offerings in three departments to help reduce low enrollment courses.	2007-ongoing	Operating budget	VPASA

Enhance global initiatives, including study abroad, to promote and support our vision to educate women to transform the world.	2008-ongoing	Operating budget Grants	VPASA, VPIA
Identify, develop, and create course/program delivery offerings/format by 25% to increase student access; e.g. online, satellite campuses, weekend, evening, etc.	2008-2012	Operating budget	VPASA
Extend reading specialist license to Level II.	2007-2009	Operating budget	Education Dept. Chair
Assess extension of art therapy graduate program to include expressive therapies.	2008	Operating budget	Director of Graduate Program in Art Therapy/ADGCE
Expand bridge program to include first-year CAP students.	2009-2012	Grant	ADAA, DE
Increase number of students who engage in undergraduate research by 15%.	2009-2012	Grant	VPASA
Reduce the percentage of total credits taught by part time faculty from 35% to 25%.	2008-2012	Operating budget	VPASA
Increase faculty development opportunities for teaching and learning.	2007-2012	Grants	VPASA, VPIA
Develop at least 8 new program-specific articulation agreements with 2-year colleges.	2007-2012	Operating budget	VPASA

Initiative B: Ensure long term viability of College

Goal 1: Cultivate financial resources that will allow the College to fulfill its mission

Objectives	Timeline	Cost/Funding Source	Responsibility
Increase annual giving by 10% per year through increased alumnae/donor events and new communication tools.	Ongoing	\$15,000 + printing and postage	President, VPIA, IA Staff
Design one mini-campaign related to strategic planning.	2007-2009	\$5,000	President, BOT, VPIA

Increase amount of grants by \$150,000 per year.	2007-2012	Operating budget	VPIA, President, Dev.
Conduct feasibility study and develop focused strategy for the next Capital Campaign.	2008-2013	\$30,000	VPIA, BOT, President, Dev., PR/Mktg.
Increase endowment by \$1 million per year.	2007-2012	Operating budget	Dev., Faculty, President
Increase marketing of Planned Giving options, introduce gift giving levels and introduce giving clubs.	2007-2008	Operating budget	VPIA, Dev., PR/Mktg.
Increase Prospect/Donor Base to 250; increase President's Circle of Donors by 10% each year.	2008-2012	\$2,500 software; \$2,500-3,500	President, VPIA, Dev., Alumnae
Increase Alumnae Scholarship endowment to \$2 million.	Ongoing to 2012	\$3,500 per year	President, VPIA, Alumnae, Dev., PR/Mktg.

Goal 2: Address physical plant issues, including adequacy, repair and upkeep of buildings

Objectives	Timeline	Cost/Funding Source	Responsibility
Develop and strategically implement a plan for deferred maintenance, including painting, repairs, replacement of windows.	2007-2012	Operating budget Fundraising	VPIA, VPFA, President, Director of B&G
Engage a consultant to complete a space study that will examine underutilized spaces, such as the theater, library, and old gym, and then strategically implement the plan.	2008-2012	Fundraising	President's Council
Conduct market research to explore partnerships for use of theater.	2008	Fundraising	VPFA, VPIA
Improve the main entrance to the College by replacing the driveway, improving the signage, and repairing the front doors.	2008-2010	\$350,000 Fundraising	VPFA, VPIA
Renovate Parkway Place for expanded child care center.	2008-2009	\$125,000 Fundraising	VPFA, VPIA

Upgrade residence hall, e.g., painting, lighting, plumbing.	2008	\$150,000 Fundraising	VPFA, VPIA
Renovate lower level of Bergstrom Hall for use as a Student Success Center.	2009	Fundraising	VPFA
Address sustainability issues as resources permit.	Ongoing	Operating budget, Grants	VPFA, VPIA, Director of B&G

Goal 3: Address technology issues

Objectives	Timeline	Cost/Funding Source	Responsibility
Create and implement a discipline-specific faculty development program in pedagogical uses of technology.	2008-2012	Grants	VPIA, AT Leader
Continue training in uses of Jenzabar, Educator and other campus-wide programs for appropriate employees.	Ongoing	Operating budget	AT Leader, IT Director
Create and implement program(s) to assess student skill levels in appropriate technologies and to develop necessary skills.	2008	Operating budget	AT Leader, ADAA
Create and implement plan to provide access to computers for all students.	2009	Grants	VPIA, IT Director, AT Leader
Create structure for developing online courses and programs, including training of faculty and creating policies and procedures.	2008	Operating budget	VPASA
Develop and implement a funded replacement plan for computer hardware and discipline-specific software.	Ongoing	Grants Operating budget	VPIA, IT Director, AT Leader
Develop and implement a plan for wireless access.	2008-2010	Grants Operating budget	VPIA, IT Director, AT Leader
Plan and implement a new telephone/communication system.	2007-2008	Grant Operating budget	VPIA, IT Director, AT Leader, Director of B&G
Continue to plan for and to maximize the effective use of JICS.	Ongoing	Operating budget	IT Director

Goal 4: Update the campus-wide crisis management plan

Objectives	Timeline	Cost/Funding Source	Responsibility
Create specific crisis management plans for all pertinent areas of the College: IT, security, food service, facilities, academic affairs, business office, student affairs, etc.	2007	Operating budget	President's Council
Implement crisis management plans.	2008-ongoing	Grants Operating budget	President's Council

Initiative C: Refine and implement an integrated enrollment management system.

Goal 1: Recruit effectively

Objectives	Timeline	Cost/Funding Source	Responsibility
Increase full time first year new students by 5% each year for five years (base year Fall 2007).	2007-ongoing	Operating budget	Dean of Enrollment
Increase transfer new students by 4% each year for three years (base year Fall 2009).	2009-ongoing	Operating budget	DE
Increase accelerated program new students to 50 each year by Fall 2011.	2007-ongoing	Operating budget	DE
Increase Midtown program new students to 50 each year by Fall 2008.	2007-ongoing	Operating budget	DE
Increase average ACT of matriculated students by 1 point every two years (base year Fall 2006) while continuing to provide access to a diverse group of students.	2007-2012	Operating budget	DE
Update the annual Enrollment Plan with initiatives and annual goals for targeted groups based on institutional priorities.	2007-ongoing	Operating budget	DE
Increase number of intercollegiate student athletes by 10%	2007-2010	Operating budget	Athletic Director, DE

a year for the next 3 years.			
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Goal 2: Provide adequate financial aid to attract and support students

Objectives	Timeline	Cost/Funding Source	Responsibility
Identify target tuition discount for populations (first year, transfer, etc.) that meets net tuition revenue goals.	2007	Operating budget	DE, Director of FA, VPFA
Develop new financial aid matrix utilizing data on enrolled and non-enrolled students to effectively utilize financial aid data. Review and adjust throughout recruitment cycle and annually.	2007-ongoing	Operating budget	DE, Director of FA
Develop an incentive for new and returning students to file their FAFSA by March 15 th .	Spring 2008	Operating budget	DE, Director of FA
Fund five additional full tuition scholarships.	2009	Fundraising	VPIA, DE
Review and modify scholarship programs.	2007-ongoing	Operating budget	DE, Director of FA
Explore viability of annual increase of scholarships at 75% of tuition increase.	2008	Operating budget	DE, VPFA

Goal 3: Strengthen ongoing communication and involvement between academic departments and admission

Objectives	Timeline	Cost/Funding Source	Responsibility
Provide academic departments with monthly reports summarizing admission numbers and providing prospective student names.	2007–ongoing	Operating budget	Admission
Provide bi-monthly announcements in campus announcements on upcoming admission and financial aid activities.	2007–ongoing	Operating budget	DE
Meet with each academic department annually.	Fall 2007–ongoing	Operating budget	Admission
Provide quarterly report summarizing enrollment division initiatives and activities.	2007-ongoing	Operating budget	DE

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

Note: The following objectives are designed to increase fall to fall retention by 3 percentage points and to improve the 6-year graduation rate by 2 percentage points

Goal 1: Assess data and disaggregate appropriately to better understand retention patterns

Objectives	Timeline	Cost/Funding Source	Responsibility
Establish a Student Success Committee to review, evaluate, and act on student persistence and retention data.	2007	Operating budget	VPASA

Goal 2: Strengthen meaningful connections between academic and student affairs

Objectives	Timeline	Cost/Funding Source	Responsibility
Establish a Center for Student Success (i.e. relocate student support services to a common area) to coordinate student services and provide greater collaboration among offices.	2009	Grants Fundraising	VPIA, VPASA
Develop on-campus internships for students to enhance student support services.	Ongoing	Operating budget	Director of Advising and Career Development
Coordinate and enhance programming, service learning and the leadership seminar to provide a coherent first-year experience.	Ongoing	Operating budget	Coordinator of Leadership Seminar, Director of Student Engagement
Coordinate curricular and co-curricular activities (4 for 2007-2008 & 6 for 2008-2009 and thereafter) to engage the whole student (i.e., body, mind and spirit) and promote lifelong learning.	2007-ongoing	Operating budget	Director of Student Engagement, Faculty

Create an ongoing series of workshops (e.g. study skills, depression, eating disorders) to enhance student development and academic success.	2007-ongoing	Operating budget	ADAA/ADSA
Create learning communities through various methods to increase students' sense of belonging.	2009-ongoing	Operating budget	ADAA
Create a cohesive undergraduate leadership development program.	2008-ongoing	Operating budget Grants Fundraising	Director of Student Engagement, Director of WLI, Coordinator of Leadership Seminar, VPIA

Goal 3: Expand student life and services to meet the needs of all students

Objectives	Timeline	Cost/Funding Source	Responsibility
Expand childcare to meet the needs of students and employees.	2009	Grants	VPIA, ADSA
Plan and implement a series of activities for families: 2 for 2007-2008 and 4 every year thereafter.	2007-ongoing	Operating budget	Director of Student Engagement
Review office hours and staff availability and modify to ensure student success and satisfaction.	2007	Operating budget	President's Council
Review office procedures and operations and modify to ensure student success and satisfaction.	2007	Operating budget	President's Council
Conduct annual student satisfaction survey.	Annually	Operating budget	ADGCE

Goal 4: Enhance and coordinate academic and other student services

Objectives	Timeline	Cost/Funding Source	Responsibility
Provide supplemental instruction for "high risk" courses.	2008-ongoing	Grant	VPIA, ARC Director
Enhance early alert process by providing midterm grade reports for first-year students and other selected populations.	Spring 2008	Operating budget	Academic Counseling

			Coordinator
Implement alternative tutoring methods including peer tutoring.	Spring 2008	Operating budget	ARC Director
Implement a more proactive academic advising and counseling program for students on academic probation to ensure continued academic progress.	2008-ongoing	Operating budget	Academic Counseling Coordinator, Advising and Career Development Director
Plan and implement faculty advisor development series which address retention issues.	2008	Operating budget	Advising & Career Development Director
Enhance advising process for undecided students and students changing majors.	Spring 2008	Operating budget	Advising & Career Development Director
Tailor orientation and registration processes to meet student and program needs (i.e., trad., non-trad., evening, graduate, accelerated).	2007	Operating budget	ADAA & ADSA

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

Goal 1: Focus on mission, including women's leadership

Objectives	Timeline	Cost/Funding Source	Responsibility
Develop communication vehicles on mission in preparation for 100 th anniversary.	2010-2011	Operating budget	Pres. Council; PR/Mktg.
Use current publications to communicate relevance of MMC to southeastern Wisconsin (Women's Leadership, Service Learning, Fieldwork/Internships, our graduates' contributions).	Ongoing	Operating budget	PR/Mktg., Alumnae Assoc., VPIA, President, DE

Goal 2: Increase visibility of Mount Mary community at the local, regional, national and international levels

Objectives	Timeline	Cost/Funding Source	Responsibility
Apply a multi-tiered approach to meeting enrollment initiatives	2009-2011	TBD	PR/Mktg., Enrollment
Explore and implement supporting e-mail communication to friends and alumnae.	Summer 2008	\$7,500	IA, Alumnae
Actively seek external funding for strategic marketing.	2007-ongoing	Operating budget	VPIA, PR/Mktg., President
Promote facilities use to outside publics to be competitive with area hotels/other facilities.	Spring 2008-ongoing	Operating budget	VPIA, CFU, PR/Mktg.
Design “Word of Mouth” training for all employees, students, BOT, alumnae regarding a clear message to share with outside community.	Spring 2008-ongoing	\$2,000 Fundraising	PR/Mktg., IA, President, Pres. Council
Develop, maintain and support proactive communication program with alumnae and friends.	Ongoing	Operating budget	IA, PR/Mktg., Faculty, President, Alumnae, Dev.
Use website to publicize activities at MMC.	Ongoing	Operating budget	IA, PR/Mktg.
Develop a process that includes identifying and promoting individuals, programs, and departments of distinction for proactive engagement with external media sources.	Spring 2008	Operating budget	VPIA, PR/Mktg.
Develop consistent and comprehensive communication process to gather and share campus information with all audiences.	Spring 2008	Operating budget	DE, IA, PR/ Mktg., President

Goal 3: Revise website

Objectives	Timeline	Cost/Funding Source	Responsibility
Redesign website (mtmary.edu and My Mount Mary) to attract and inform external audiences; establish links to appropriate resources and local events.	Ongoing	Operating budget	VPIA, PR/Mktg., President's Council
Develop and utilize My Mount Mary as a communication tool that brings together students, faculty and staff and provides an information center.	Ongoing	Operating budget	VPIA, IT Director

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

Goal 1: Attract, retain and support a diverse, highly qualified faculty, administration and staff

Objectives	Timeline	Cost/Funding Source	Responsibility
Sponsor faculty exchanges with national and international SSND sister schools.	2008-2012	Grant	VPIA, VPASA
Increase ethnic diversity of employee applicant pool by adding to the recruitment process intentional targeting of ethnic-specific and regionally based professional organizations and institutions.	2007	Operating budget	HR Director
Market Milwaukee as a diverse community to applicants by providing a packet of information about neighborhoods, religious institutions, and community organizations that embrace diversity and multiculturalism.	2007	Operating budget	ADAA, HR Director
Identify faculty contacts that would be willing to answer applicants' questions regarding religious, ethnic, and cultural diversity both at Mount Mary and the greater Milwaukee Metropolitan area.	2007-ongoing	Operating budget	ADAA
Review faculty salaries based on AAUP benchmarks for	2007-ongoing	Operating budget	VPASA, VPFA,

Category IIB. Raise salaries as budget permits.			President
Review administrative and staff salaries and develop market-sensitive benchmarks. Raise salaries as budget permits.	2007-ongoing	Operating budget	HR Director, President's Council

Goal 2: Continually seek to extend outreach in the greater Milwaukee community

Objectives	Timeline	Cost/Funding Source	Responsibility
Plan and implement five summer camps for middle and high school students that are related to various academic programs.	2008-2012	Fees	VPASA, DE
Enhance community-based research.	2008-ongoing	Operating budget Grant	VPIA, ADGCE
Establish three Presidential advisory committees representing key constituent groups.	2007-ongoing	Operating budget	President

Goal 3: Attract, retain and support a diverse student body

Objectives	Timeline	Cost/Funding Source	Responsibility
Develop partnerships with greater Milwaukee public and Catholic middle, high schools and two-year colleges, as well as other national and international SSND sponsored middle and high schools.	2008-ongoing	Grants Operating budget	VPIA, DE
Continue to strengthen Midtown program and facilitate the transition of students from Midtown Campus to Main Campus by enhancing academic and student life services.	2007	Operating budget	ADAA, ADSA
Sponsor leadership awards at the high school level.	2008	Budget	ADSA, Director of WLI
Create a structure that reinforces the connections among various leadership programs and provides a continuum for student leadership development from middle school through	2009	Grant	VPIA, ADAA, Director of WLI, President

graduate education.			
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