

A Community Growing Together

A VISION FOR FUTURE GENERATIONS

faith • discovery • leadership • community

2006-2012



THE PLAN FOR MOUNT ST. MARY'S UNIVERSITY

Approved by the Board of Trustees June 1, 2006

EXECUTIVE SUMMARY

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Mount St. Mary's University is a community characterized and driven by its mission as a Catholic university in service to students and the world.

The planning context for this strategic plan includes the 2004 Vision Statement with its clearly articulated performance standards designed to raise the level of excellence at the Mount; the 2004 designation change to Mount St. Mary's University to more accurately reflect the Mount's mission and better position the campus for future growth; and the 2005 Middle States Commission re-accreditation self-study and review, which resulted in full accreditation until 2015, with a few recommendations. The work involved in these efforts has well positioned the Mount to be able to identify its past strengths and future potential.

Mount St. Mary's University has identified key priorities that will be the measure of its success in the next five years. Each includes several goals and objectives.

Strategic budgeting will ensure the Mount has the resource base to accomplish the plan. The Mount will use a budget cycle that annually identifies milestones for each goal and assigns the necessary resources to ensure progress toward the outcomes of each goal.

The Mount will measure its success by annually developing objectives and regularly measuring its performance against the indicators established by the Board of Trustees. These indicators will also be measured annually against the Mount's aspirational colleges and universities.

PRIORITY 1

Continue to enhance our strong Catholic identity through Christian inspiration, reflection on human knowledge in light of the Catholic faith, fidelity to the Christian message in accord with the church's magisterium, and an institutional commitment to service

- Goal 1.1** The Mount reaffirms its commitment to convey our Catholic identity through the curriculum and commits to further enhance the core curriculum in terms of the Catholic intellectual tradition.
- Goal 1.2** We will enhance campuswide reflection on our Catholic mission through active dialog, discussion among our faculty, students, staff, Trustees and alumni.
- Goal 1.3** Our Governing Documents will be strengthened to further enhance our university's commitment to the Catholic faith.
- Goal 1.4** We will enhance our Catholic identity around campus through select capital projects.
- Goal 1.5** We will continue to develop our national shrine, Grotto of Our Lady of Lourdes, to better serve the spiritual needs of our campus and our visitors.
- Goal 1.6** In preparation for our Bicentennial celebration we will improve the Chapel of the Immaculate Conception.
- Goal 1.7** We will focus resources to build understanding of Christian vocation and how God's call can be answered in our lives.



Frederick Soup Kitchen

From a Catholic perspective, truth reveals a call to serve others, especially the poor and vulnerable, in the pursuit not only of justice for all but also of Christ-like love that exceeds the demands of justice.

PRIORITY 2

Provide excellence in our academic programs, including undergraduate, graduate, seminary, Continuing Studies for adult learners, and faculty and student scholarship

- Goal 2.1** We will secure national accreditation for our business and education programs.
- Goal 2.2** We will enhance financial support to improve instruction and academic support.
- Goal 2.3** We will enhance our faculty and staff.
- Goal 2.4** We will improve our academic facilities.
- Goal 2.5** We will review our academic infrastructure and make revisions as needed.
- Goal 2.6** We will continue to develop the Phillips Library and instructional technology.
- Goal 2.7** We will develop new academic programs and systematically review existing programs in order to meet the needs of society and the Church.
- Goal 2.8** We will strengthen our Division of Continuing Studies.
- Goal 2.9** We will enhance the collaboration and participation in our governance system in the university.
- Goal 2.10** We will develop a Center for Catholic Social Justice to provide support to faculty and students who work to improve the human condition.
- Goal 2.11** We will increase enrollments in academic programs.
- Goal 2.12** To properly measure our primary responsibility, we will develop and implement a comprehensive student learning assessment plan.



We shall enhance ways of collaboration between faculty and students on research activities and will strengthen faculty development to support new research and scholarship possibilities for the university.

PRIORITY 3

Provide a comprehensive student life program focused on building student character and virtues, uniting campus ministry, academic services, athletics, student services and improved facilities

- Goal 3.1** We will strengthen our campus ministry program.
- Goal 3.2** We will increase our ethnic and racial diversity on campus.
- Goal 3.3** We will build a new student residence to accommodate 180 students.
- Goal 3.4** We will improve our current residence hall buildings, furnishings and operations.
- Goal 3.5** We will strengthen our student activities, services and facilities.
- Goal 3.6** We will maintain excellence in our athletic programs.
- Goal 3.7** We will develop the Mount Family Association.



The university will focus on creating supportive learning environments and diverse student experiences.

PRIORITY 4

Strengthen our financial base and improve our campus infrastructure, including implementing the campus master plan and conducting a comprehensive capital campaign

- Goal 4.1** We will implement an improved budget process and develop a realistic budget to address needs and goals.
- Goal 4.2** We will enhance revenues with growth of students and an improvement in both net tuition revenue and annual and major gift giving.
- Goal 4.3** We will enhance the understanding of the Mount's financial resources and key indicators.
- Goal 4.4** We will improve endowment management.
- Goal 4.5** We will implement the campus master plan.
- Goal 4.6** We will conduct a comprehensive campaign, with a goal of \$75 million.



We will ensure that the university's 1,400 acres of land are used to best serve the needs of students, alumni and the region.

PRIORITY 5

Marketing, including increasing top-of-mind awareness, synchronizing the Mount's marketing efforts, and implementing tracking and research activities

- Goal 5.1** We will develop an integrated marketing plan for the university.
- Goal 5.2** We will develop and implement the new Mount website.
- Goal 5.3** We will implement a university and athletic logo/identity package.
- Goal 5.4** We will strengthen media relations activities on and off campus.
- Goal 5.5** We will engage alumni more fully in the advancement of the university.



Continued efforts to strengthen the ties between Mount alumni and their alma mater are paramount to achieving additional success in fund- and friend-raising programs and initiatives.



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