Strategic Overview and Intent

Our strategic planning process afforded the Mount community the opportunity to engage deeply as we asked ourselves the simple question: “What will we create together in the next five years and beyond?” Our founder, Father John DuBois, was a man of faith, courage and vision. He inspires us today to remain true to our Catholic roots and build upon his vision, aspire to our full potential as an institution and seek greatness for our mountain home.

Therefore, we welcome the future with a spirit of relentless optimism, knowing that we can become the No. 1 regional university in the Northeast. In fact, we owe past and future generations of Mounties an obligation to seek greatness in all that we do every day at this beautiful, spiritual and powerful place.

For the first time in a formal strategic plan we have envisioned and scribed our Institutional Values. They capture who we are at our core but more importantly, they inform where we must now go. Together we will focus all of our talent, time and treasure on our most precious God-given gift, the present and future students of Mount St. Mary’s University.

In developing this strategic plan, we recognized that the current and future state of higher education is changing. Some of these changes are and will continue to significantly impact the future of the Mount. Students are increasingly demanding new learning modalities such as online and hybrid courses and more opportunities for experiential education to enhance the relevancy of their educational experience. Enrollment growth nationwide has declined due to demographic shifts resulting in an expected stagnant traditional undergraduate population through 2024; however, the number of people seeking graduate and undergraduate continuing education is expected to grow. Across the country, we have seen declines in student readiness to engage with undergraduate education leading to declining retention and graduation rates. These changes, along with economic pressures are making undergraduate education a very competitive marketplace so cost and affordability are coming under additional scrutiny. The increased competition for students means that the need to differentiate the Mount from other universities based on curricular and co-curricular programs is greater than ever. We also must effectively convey these as part of the Mount brand to a broader audience of prospective students and families.

Taking into account these changes in the higher education environment and my assessment of the Mount’s programs, people and finances, I presented in January 2017 to the Board of Trustees, and to the community in my first State of the Mount Address, the following set of imperatives for our future success:

While maintaining our values as a Catholic liberal arts institution, emphasizing teamwork and keeping student success at the center of all we do, we need to:
- Grow total enrollment to increase tuition revenue;
- Develop premier curricular and co-curricular programs to improve our attractiveness to potential students;
- Diversify and innovate academic program delivery methods to better meet changing student market conditions;
- Diversify revenue streams by increasing contributions from outside sources and forming partnerships to bring in needed resources;
- Improve the quality of academic, athletic and seminary facilities, as well as our utility systems;
- Develop a strategic plan that charts the five-year path for accomplishing the above.

Our future success in the changing higher educational environment depends on our ability to do this.

The strategic plan that follows represents a strategic shift and a new viewpoint for the Mount. Rather than chronicle who we think we are as an institution, this plan focuses instead on the future success of our students. The fundamental task and purpose of our new university mission statement is to “...graduate ethical leaders who are inspired by a passion for learning and lead lives of significance in service to God and others.”

This joyful pursuit is outlined in this strategic plan and organized around three strategic priorities: Student Success, a Faith- and Values-Based Campus Environment, and Financial Sustainability and Stewardship. It is a joyful pursuit because we are all in this together, serving each other as trusted teammates to achieve a new trajectory and a very aspirational future.

The plan is comprehensive consisting of three strategic priorities, 13 goals, 53 objectives and close to 100 specific actions identified to this point. Some objectives and actions are more specific and defined while others are to develop a plan to accomplish the goal because we have yet to determine how to meet the goal. We have been working on many of the objectives and actions described in the plan for more than a year. While it is comprehensive, I believe we need this to identify the scope of efforts required to ensure the future success of our students. In implementing the plan, we will prioritize our objectives and actions annually to focus on the most important issues for the success of the university and our students.

Given the scope of this plan, I provide here my executive summary statement on the top–level lines of effort we will embark on over the next five years in order to ensure we meet our mission to “...graduate ethical leaders who are inspired by a passion for learning and lead lives of significance in service to God and others.” You will see these lines of effort weaved into multiple goals and objectives in the plan:
• Enhance and develop curricular and co-curricular programs that are the most relevant in preparing students for success in leading lives of significance in service to God and others.

• Grow total enrollment (undergraduate, graduate, seminary, non-traditional, transfer students) through enhanced recruitment, retention and branding efforts so that more get to experience the goodness of the Mount and we increase revenue.

• Integrate all student development efforts (academic, spiritual, social, athletic, work experiences) in defining and assessing our model for developing ethical leaders.

• Grow and modernize our buildings, utility systems, athletic and support facilities.

• Improve our governance and business processes in order to improve institutional effectiveness and efficiency.

• Cultivate further our community environment rooted in Catholic faith and values so that everyone regardless of faith grows in understanding, feels welcomed and included, is treated with dignity and respect, and knows they are trusted and valued members of the Mount team.

Just as the success of this plan hinges upon the participation of everyone in the Mount community, the ideas in the document pertain to the entire Mount community (i.e., all employees and students). For example, when we say “student,” we mean all types of students, including traditional and non-traditional undergraduates (residential, commuter and transfer students), graduate students, distance learners, and seminarians. Similarly, unless specifically noted, the ideas and actions contained in this document encompass all areas of the university including main and Frederick campuses, the seminary and the grotto.

— Timothy E. Trainor, Ph.D., 26th President, September 2017

Our Values

We look to the 209-year heritage of the Mount for principles that serve as waypoints in our quest for excellence. Our history is filled with examples of the Mount holding true to timeless virtues while adapting to a changing society. We will continue to do so, inspired by those who have gone before us. For this inspiration, look no further than our founder, Father John DuBois, whose example encourages us to overcome our individual struggles, seek greatness, and have faith that the Holy Spirit will help us every step of the way. We are immensely MOUNT PROUD of where we have been and are inspired by where we are going together.

As members of the Mount St. Mary’s community, we deeply value:

• A Student-Centric Focus: Students, and their future success, are the reason our institution exists and are the focal point of all that we do.
• **Our Catholic Identity:** In a dynamic higher education environment, an enduring commitment to our Catholic mission inspires a fearless engagement with the world and a hospitality to all regardless of religious background.

• **Service to God and Others:** Our enduring purpose and key to our greatness is that we develop ethical leaders who seek to use their God-given talents in service to God and to others.

• **Academic Excellence:** Through the Catholic intellectual tradition we educate students to advance human understanding of our world and the human condition while cultivating in them an excellence in a chosen profession and a zeal for lifelong learning.

• **Our People:** Our hard working, caring people and our innovative intellectual capital are the lifeblood of the Mount.

• **A Transformative Learning Environment:** Together we create the caring and intellectually stimulating environment that inspires our students’ desire to lead lives of meaning and purpose.

• **Teamwork:** We care for and respect all members of the Mount community and are passionate about working together for their development and success.

• **Stewardship:** In a culture of stewardship, we preserve the value and beauty of the facilities and manage resources responsibly to fulfill our mission as effectively and efficiently as possible.

• **Inclusion:** We harness the energy created by diversity of thought and engendered by a richly diverse staff, faculty and student body to ensure that all feel welcome and included at the Mount.

• **An Ethical, Competitive and Entrepreneurial Winning Spirit:** We set bold goals and rally our team every day to achieve them with honor. We challenge our teammates to do the same for their own personal growth. We pursue relentless, pragmatic optimism.

• **Honesty and Integrity:** Our respect for others leads us to respond with honesty and integrity in our daily interactions.

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**Statement of Enduring Purpose**

A Catholic University dedicated to educating and developing ethical leaders who are driven by core values and a desire to change their community and the world positively by maximizing their potential and leading lives of meaning and purpose.

— Board of Trustees, January 2016
Vision Statement

Mount St. Mary’s University will be the No. 1 regional university in the Northeast by 2023, recognized for a relentless commitment to student success, financial sustainability and stewardship, and a faith- and values-based campus environment that inspires graduates to lead lives of meaning and purpose.

University Mission Statement

As a Catholic university, Mount St. Mary’s graduates ethical leaders who are inspired by a passion for learning and lead lives of significance in service to God and others.

Strategic Priorities, Goals and Objectives

Strategic Priority One: Student Success
Mount prepares a diverse student body to be ethical leaders who lead lives of significance in service to God and others. We do this by immersing students in a rigorous intellectual, social and spiritual experience, grounded in the Catholic intellectual tradition. The Mount prepares graduates for excellence in their lifelong pursuits through cultivating a zeal for learning.

Goal 1: Intellectual Excellence

The Mount graduates ethical leaders who demonstrate continuous growth in intellectual skills and understanding attained through the integrated Catholic liberal arts curriculum in order to achieve their lifelong pursuits and lead lives of significance.

- **Objective 1.1: Improve Intellectual Growth**
  - Increase to an even higher level student attainment of learning outcomes, such as critical thinking and skills of analysis, interpretation, communication, and problem-solving.

- **Objective 1.2: Premier Academic Programs**
  - Develop distinctive, nationally-recognized academic and instructional programs that prepare students for relevant careers consistent with the needs of changing job markets.

- **Objective 1.3: Increase Academic Spending**
  - Increase academic and instructional expenditures per FTE student to the median or greater of our peer institutions (with consideration for our Division I status).

- **Objective 1.4: Academic Partnerships**
  - Expand partnerships with other academic institutions in order to enhance academic program offerings and collaborative faculty research.
Objective 1.5: Library and Information Resources
- Enhance library and information resources and programming to increase student skills of research and analysis.

Objective 1.6: Certificate Programs for Industry
- Identify opportunities to provide non-credit training programs for corporate or community partners to improve the Mount’s visibility and broaden our market niche.

Objective 1.7: Student-Faculty Ratio
- Maintain or improve the student-to-faculty ratio to preserve our hallmark small class sizes that foster rich faculty-student interactions.

Goal 2: Human Excellence
The Mount graduates ethical leaders dedicated to living our core values through a holistic academic, social and spiritual experience.

Objective 2.1: Holistic Development
- Develop a holistic student formation plan to foster the growth of students into ethical leaders.

Objective 2.2: Integrate all Developmental Programs
- Integrate more thoroughly the Core curriculum, co-curricular programs, major programs, and extracurricular activities and align them with the student formation plan (in 2.1 above).

Objective 2.3: Leadership Development
- Expand opportunities for leadership practice and development consistent with our essential task to graduate ethical leaders.

Goal 3: Mount Enrollment Life Cycle
Mount St. Mary’s graduates ethical leaders through an organized and integrated student success life cycle program that extends from acceptance through graduation to their lifelong pursuits as alumni.

Objective 3.1: Community Advising Framework
- Develop and implement a Community Advising Framework for students that involves appreciative advising and a highly integrated, collaborative advising structure that coordinates existing student support services.

Objective 3.2: Improve Graduation Rates
- Raise student graduation rates by improving year-by-year retention through a holistic program of student support.

Objective 3.3: Targeted Recruiting
- Create a collaborative and integrated Recruiting Plan for all students during AY 17-18 for the recruiting season that begins in August 2018 for the class of 2023.

Objective 3.4: Transfer Students
- Develop specific orientation and Community Advising programs for transfer students that are integrated with 3.1 above.

Objective 3.5: Promote HIEPs
- Promote the use of High Impact Educational Practices (as defined in the National Survey of Student Engagement) so that all students engage in multiple experiences, with the goal of each first-year undergraduate and transfer student completing one.

Objective 3.6: Distance Learning Support
- Develop the distance learning program strategically to ensure it is high quality and has a positive net cash flow.
Goal 4: Connected and Prepared Graduates
The Mount graduates leaders who are connected to their peers and fellow alumni and prepared for a lifetime of success.

- **Objective 4.1: Alumni Mentoring**
  - Increase alumni participation in mentoring and networking (e.g., Career Pathways) by 10 percent over the next five years.

- **Objective 4.2: Increase Graduate Outcomes**
  - Increase the proportion of graduating students who articulate definite post-graduate plans on April 1 of their graduation year to 85 percent by 2022.

- **Objective 4.3: Increase Internships**
  - Increase the proportion of Mount undergraduate students who complete at least one internship (credit or non-credit, on- or off-campus) by the time they graduate to three out of four.

- **Objective 4.4: Reduce Student Debt**
  - Help students (undergraduate and graduate) reduce their debt load.

Strategic Priority Two: Faith- and Values-Based Campus Environment
The Mount is deeply passionate about cultivating an environment rooted in our values to create a welcoming and engaged community. As the oldest independent Catholic university, we are steadfast in our mission, inviting all people of faith to embark on their spiritual journeys. We continuously strive to provide an exhilarating academic and social university experience, focused on education, teamwork and inclusion. Fostering a culture of service in all that we do, we are energized to serve one another with love, dignity and respect. We recognize the importance of enhancing our student quality of life and the responsibility of maintaining a safe and secure environment for our students, faculty, staff and visitors.

Goal 5: Catholic Faith
The Mount engages and shares the Catholic vision of the human person, God, and the world to inspire a lifelong quest for spiritual enrichment.

- **Objective 5.1: Lived Faith**
  - Model Catholic virtues throughout the community in which love, respect, honesty and compassion are paramount.

- **Objective 5.2: Spiritual Engagement**
  - Support and inspire one another in our intellectual and spiritual journeys.

- **Objective 5.3: Understanding**
  - Foster a deep understanding of the Catholic faith, intellectual tradition, and social teachings within the Mount community.

Goal 6: Culture of Teamwork
The Mount fosters a culture where all members of our community are treated with dignity and respect and where they feel they are a valued and trusted member of our team.

- **Objective 6.1: Environment of Trust**
  - Cultivate a collaborative environment of trust that emphasizes working together to ensure institutional quality and effectiveness.

- **Objective 6.2: Diversity and Inclusion**
  - Ensure our campus environment is welcoming to all who seek to live, learn and worship.

- **Objective 6.3: Citizenship**
  - Reinforce positive citizenship and model good behavior.
Objective 6.4: Mount Spirit
- Celebrate and promote our enduring Mount spirit.

Goal 7: Culture of Service
The Mount will develop a model of service leadership that expands opportunities for all members of the Mount community to engage in service.

Objective 7.1: Integrated Service Framework
- Establish a nationally-recognized framework that coordinates and promotes our service, activities and culture.

Objective 7.2: Community Outreach
- Cultivate community engagement that furthers our Catholic mission and helps us to become the model of service leadership in Emmitsburg, Frederick County and the region.

Objective 7.3: Co-Curricular Service
- Expand co-curricular service opportunities that capitalize on the strengths of our values, environment and brand.

Goal 8: Enhance Student Quality of Life
The Mount will continuously enhance the quality of life for all students and seminarians by upgrading living conditions and improving the social experience.

Objective 8.1: Campus Life
- Improve the quality of our campus experience for students.

Objective 8.2: Student Satisfaction
- Strengthen the quality of the student experience by developing a metric-based, comprehensive satisfaction assessment plan that leads to improvements.

Objective 8.3: Dining Options
- Expand dining options on campus by engaging in corporate partnerships to increase food service options (food trucks, catering policy).

Objective 8.4: Health Care and Wellness
- Enhance and grow a positive culture of physical and mental well-being for students and the community.

Goal 9: Safe and Secure Environment
Maintain a safe and secure environment for all students, employees and visitors.

Objective 9.1: Eliminate Sexual Assault and Harassment
- Maintain an environment free of sexual assault and harassment through effective prevention, policies, education, training and investigation.

Objective 9.2: Community Safety and Privacy
- Sustain the commitment to protecting the rights and safety of one another.

Strategic Priority Three: Financial Sustainability and Stewardship
The Mount’s institutional culture of stewardship manifests as disciplined people, thought and action to ensure the efficient and effective use of time, talent, treasure and environment. Comprehensive financial and human resource plans provide the framework for priorities and decision-making. As stewards we generate and deploy resources to serve students and to reinvest in the long-term excellence of the Mount.

Goal 10: Sustainable Financial Resources
The Mount increases the breadth and depth of funding to lessen the reliance on tuition, fully meet the current year’s operational needs and make progress toward improving the regional and national rankings of the university as we seek to be recognized as the student’s preferred choice for higher education.
Objective 10.1: Improve Composite Financial Index
- Enhance financial sustainability of the university to achieve a sustainable level of 4.0 on the Composite Financial Index as defined by the Council of Independent Colleges.

Objective 10.2: Improve Financial Planning and Oversight
- Develop and manage university finances using long-term strategic financial modeling linked with annual budgets.

Objective 10.3: Diversify Revenue Streams
- Increase diversity of funding sources used to support critical activities. Rate of growth of total revenue should exceed rate of growth of net student revenue.

Objective 10.4: Complete Forward! Campaign
- Implement and successfully complete the $30 million capital campaign, Forward! Together As One, along with improving our participation and annual fund dollars to exceed our peer institutions.

Objective 10.5: Grow Total Enrollment
- Balance enrollment, retention, student aptitude and revenue through a comprehensive Enrollment Management Plan that considers the entire student life-cycle.

Goal 11: Stewardship
The Mount creates an environment that promotes the efficient and effective identification and utilization of the time, talent, treasure and environment necessary to achieve our goals.

Objective 11.1: Voice of the Mount
- Listen to the voice of our community members to better understand challenges, identify needs, and find better solutions.

Objective 11.2: Value our Employees
- Trust in the capacity of our people to inspire, innovate and display a strong work ethic. Effectively hire, train, deploy, evaluate and retain our personnel.

Objective 11.3: Steward our Place
- Improve the value of our capital assets through regular maintenance, reinvestment in and replacement of facilities, ensuring adequate funding for facilities operations, and managing real property and land assets as potential sources of new revenue.

Objective 11.4: Steward our Dollars
- Develop a more efficient system of managing each and every dollar that comes through the university.

Objective 11.5: Manage our Time
- Manage the timing of processes, schedules and calendars to make operations more efficient and streamlined.

Goal 12: National Reputation
The Mount enhances its national reputation through its commitment to serve and impact the Church, the academic world, and our state and local communities thereby increasing our brand recognition.

Objective 12.1: Contribute to The Church
- Maximize the Mount’s contribution to the growth and stewardship of the Catholic Church and faith.

Objective 12.2: Support Scholarship
- Increase the Mount’s national stature through renewed commitment to supporting research and scholarship and developing programs on socially important topics consistent with our mission.
• **Objective 12.3: Develop Partnerships**
  - Establish value-added public/private partnerships that bring needed resources to the Mount and enhance our surrounding communities.

• **Objective 12.4: Brand Development**
  - Promote and strengthen the Mount brand through a sustained, comprehensive and integrated plan.

**Goal 13: Governance**

The Mount improves the functioning and efficiency of governance through integrated leadership, open communication, transparency and collaborative decision-making.

• **Objective 13.1: Integral Leadership**
  - Align the roles and responsibilities of the Board of Trustees, internal shared governance processes, and administration in order to effectively lead the institution to achieve its broadly affirmed vision and mission.

• **Objective 13.2: Measurement and Assessment**
  - Include measurement, assessment and operational metrics for all new programs and initiatives across the university.

• **Objective 13.3: Seminary Governance**
  - Revise the current governance structure of the seminary to be consistent with both canon and civil law, while recognizing the seminary as a component organization of the university.
Appendix: Objectives With Actions Currently Identified

Objectives and Actions

**Objective 1.1 Improve Intellectual Growth:** Increase to an even higher level student attainment of learning outcomes, such as critical thinking and skills of analysis, interpretation, communication and problem-solving.
  1.1.1 Strengthen the integration of major programs with the Core in light of our mission.
  1.1.2 Assess and improve the relevancy and rigor of academic programs through the academic shared governance system.
  1.1.3 Develop more fully the sequencing and integration of the intellectual skills and academic content of the Core curriculum by AY 2019-20 through institutionally-supported faculty workshops.

**Objective 1.2 Premier Academic Programs:** Develop distinctive, nationally recognized academic and instructional programs that prepare students for relevant careers consistent with the needs of changing job markets.
  1.2.1 Develop a proposal for premier programs by May 2018 through the Provost’s Office.

**Objective 1.3 Increase Academic Spending:** Increase academic and instructional expenditures per FTE student to the median or greater of our peer institutions (with consideration for our Division I status).
  1.3.1 Explore instructional expenditures of peer graduate and professional schools and seminars to determine an appropriate benchmark for these programs.

**Objective 1.4 Academic Partnerships:** Expand partnerships with other academic institutions in order to enhance academic program offerings and collaborative faculty research.

**Objective 1.5 Library and Information Resources:** Enhance library and information resources and programming to increase student skills of research and analysis.

**Objective 1.6 Certificate Programs for Industry:** Identify opportunities to provide non-credit training programs for corporate or community partners to improve the Mount’s visibility and broaden our market niche.

**Objective 1.7 Student-Faculty Ratio:** Maintain or improve the student-to-faculty ratio to preserve our hallmark small class sizes that foster rich faculty-student interactions.

**Objective 2.1 Holistic Development:** Develop a holistic student formation plan to foster the growth of students into ethical leaders.
  2.1.1 Develop an assessment plan to document achievement in this area.

**Objective 2.2 Integrate all Developmental Programs:** Integrate more thoroughly the Core curriculum, co-curricular programs, major programs, and extracurricular activities and align them with the student formation plan (in 2.1 above).

**Objective 2.3 Leadership Development:** Expand opportunities for leadership practice and development consistent with our essential task to graduate ethical leaders.

**Objective 3.1 Community Advising Framework:** Develop and implement a Community Advising Framework for students that involves appreciative advising and a highly integrated, collaborative advising structure that coordinates existing student support services.
  3.1.1 Develop the Community Advising Framework plan by the end of 2018.
  3.1.2 Initiate ongoing advising training for administrators and staff by 2018.
Objective 3.2 Improve Graduation Rates: Raise student graduation rates by improving year-by-year retention through a holistic program of student support.

3.2.1 Improve first-year retention rates to 85 percent and six-year graduation rates to 75 percent for traditional undergraduate students.

3.2.2 Reduce the number of Mount students transferring to other four-year institutions.

3.2.3 Assess retention and graduation rates for Frederick programs by 2019.

3.2.4 Expand and improve the Orientation Program to include all students (e.g., transfer, adult, commuter).

3.2.5 Narrow the graduation gap for underrepresented minority students by at least half and investigate whether similar gaps exist in other programs (Frederick, seminary, etc.) by 2021.

Objective 3.3 Targeted Recruiting: Create a collaborative and integrated Recruiting Plan for all students during AY 2017-18 for the recruiting season that begins in August 2018 for the class of 2023.

3.3.1 Expand recruitment from Catholic and other faith-based schools.

Objective 3.4 Transfer Students: Develop specific orientation and Community Advising programs for transfer students that are integrated with 3.1 above.

Objective 3.5 Promote HIEPs: Promote the use of High Impact Educational Practices (as defined in the National Survey of Student Engagement) so that all students engage in multiple experiences, with the goal of each first-year undergraduate and transfer student completing one.

Objective 3.6 Distance Learning Support: Develop the distance learning program strategically to ensure it is high quality and has a positive net cash flow.

Objective 4.1 Alumni Mentoring: Increase alumni participation in mentoring and networking (e.g., Career Pathways) by 10 percent over the next five years.

Objective 4.2 Increase Graduate Outcomes: Increase the proportion of graduating students who articulate definite post-graduate plans on April 1 of their graduation year to 85 percent by 2022.

Objective 4.3 Increase Internships: Increase the proportion of Mount undergraduate students who complete at least one internship (credit or non-credit, on- or off-campus) by the time they graduate to three out of four.

Objective 4.4 Reduce Student Debt: Help students (undergraduate and graduate) reduce their debt load.

4.4.1 Explore options for reducing textbook costs.

4.4.2 Expand financial planning resources for parents and students.

4.4.3 Pursue grant opportunities that provide scholarships (e.g., Clare Boothe Luce).

Objective 5.1 Lived Faith: Model Catholic virtues throughout the community in which love, respect, honesty and compassion are paramount.

5.1.1 Express and integrate our Catholic vision and mission across all components of our university.

5.1.2 Identify and promote stories about inspirational and faith-filled Mount alumni.

5.1.3 Enhance opportunities for faith in athletics.

Objective 5.2 Spiritual Engagement: Support and inspire one another in our intellectual and spiritual journeys.

5.2.1 Develop a plan to invite Catholics and people of other beliefs to learn how faith enhances one’s understanding of their enduring purpose.

5.2.2 Expand and improve opportunities for spiritual development for people of all faiths.
Objective 5.3 Understanding: Foster a deep understanding of the Catholic faith, intellectual tradition, and social teachings within the Mount community.

  5.3.1 Develop a series of regular conversations about the Catholic intellectual tradition among faculty, staff and administrators in order to broaden and deepen understanding of this integral aspect of the Mount.
  5.3.2 Establish an annual speaker series about how faith enhances understanding of current social issues and their solutions.

Objective 6.1 Environment of Trust: Cultivate a collaborative environment of trust that emphasizes working together to ensure institutional quality and effectiveness.

  6.1.1 Develop expectations of accountability and policies that support and reinforce dignified and respectful conduct.
  6.1.2 Enhance our institutional capacity to address and amend community concerns and priorities in a timely manner.

Objective 6.2 Diversity and Inclusion: Ensure our campus environment is welcoming to all who seek to live, learn and worship.

  6.2.1 Establish programs and practices that promote retention of community members from diverse backgrounds.
  6.2.2 Assess the cultural climate and adjust support services and resources based on prioritized needs. This includes but is not limited to all faith groups, people of color and people with disabilities.
  6.2.3 Explore the need for English as a Second/Other Language (ESOL) support services.
  6.2.4 Recruit and retain diverse students, faculty, administrators and staff.

Objective 6.3 Citizenship: Reinforce positive citizenship and model good behavior.

  6.3.1 Explore new systems of recognition for positive behaviors in service to one another.

Objective 6.4 Mount Spirit: Celebrate and promote our enduring Mount spirit.

  6.4.1 Develop an elective course for students (including part-time, adult, transfer and commuters), seminarians, and graduate students that shares our 200+ year history and highlights notable past and present members of our community.
  6.4.2 Create an onboarding program for new employees and adjunct faculty sharing our 200+ year history, while also highlighting notable past and present members of our community.
  6.4.3 Support and grow the Mount archives through additional archival exhibits and increased archival integration into on- and off-campus events.

Objective 7.1 Integrated Service Framework: Establish a nationally recognized framework that coordinates and promotes our service, activities and culture.

  7.1.1 Link service experiences to the Core, major programs, co-curricular activities and to the Community Advising Framework (Goal 3).
  7.1.2 Expand support and coordination of service learning opportunities.

Objective 7.2 Community Outreach: Cultivate community engagement that furthers our Catholic mission and helps us to become the model of service leadership in Emmitsburg, Frederick County and the region.

  7.2.1 Strengthen our relationship with the Town of Emmitsburg by increasing community service opportunities.
  7.2.2 Explore potential relationships with surrounding faith-based high schools and ministries whose missions overlap with the Mount’s to help them achieve their goals.

Objective 7.3 Co-Curricular Service: Expand co-curricular service opportunities that capitalize on the strengths of our values, environment and brand.

  7.3.1 Design a signature co-curricular service program (e.g., service semester, internship, leadership development, study abroad, etc.) that links to the Core curriculum and includes self-reflection to aid in students’ ethical development.
Objective 8.1 Campus Life: Improve the quality of our campus experience for students.
   8.1.1 Identify and develop more informal collaboration spaces for students that support both academic and co-curricular activities during the day and after hours.
   8.1.2 Initiate a housing master plan that addresses immediate needs and prioritizes future projects in a sustainable way.
   8.1.3 Improve the social experience for students.

Objective 8.2 Student Satisfaction: Strengthen the quality of the student experience by developing a metric-based, comprehensive satisfaction assessment plan that leads to improvements.

Objective 8.3 Dining Options: Expand dining options on campus by engaging in corporate partnerships to increase food service options (e.g., food trucks, catering policy).

Objective 8.4 Health Care and Wellness: Enhance and grow a positive culture of physical and mental well-being for students and the community.
   8.4.1 Ensure all Mount facilities are handicapped-accessible by 2022.

Objective 9.1 Eliminate Sexual Assault and Harassment: Maintain an environment free of sexual assault and harassment through effective prevention, policies, education, training and investigation.
   9.1.1 Develop fully the “EmpowerMount” Peer Educator group to foster student ownership of innovative solutions.
   9.1.2 Hire and train a Title IX investigator in 2017-18.

Objective 9.2 Community Safety and Privacy: Sustain the commitment to protecting the rights and safety of one another.
   9.2.1 Ensure all buildings meet required safety standards and have adequate access control.
   9.2.2 Maintain a comprehensive All-Hazards Plan and conduct regular training.
   9.2.3 Develop and implement education/training programs on identity protection, FERPA and HIPAA for employees and students.

Objective 10.1 Improve Composite Financial Index: Enhance financial sustainability of the university to achieve a sustainable level of 4.0 on the Composite Financial Index as defined by the Council of Independent Colleges.
   10.1.1 Increase net cash flow from operations.
   10.1.2 Achieve an investment grade debt rating.
   10.1.3 Improve our maximum annual debt service coverage ratio.

Objective 10.2 Improve Financial Planning and Oversight: Develop and manage university finances using long-term strategic financial modeling linked with annual budgets.
   10.2.1 Adjust allocation of Mount resources to better align with peer institutions (with consideration for our NCAA Division I status).
   10.2.2 Review and adjust our service contract costs to align with our growth.
   10.2.3 Generate at least $4 million per annum of net assets from operations to use for renovation and innovation.
   10.2.4 Submit a draft balanced budget to the Board of Trustees prior to the start of each fiscal year.

Objective 10.3 Diversify Revenue Streams: Increase diversity of funding sources used to support critical activities. Rate of growth of total revenue should exceed rate of growth of net student revenue.
   10.3.1 Increase grant funding each year as an additional source of revenue for building educational programming, capital expenditures, and the development of the Office of Sponsored Research and Grants.
Objective 10.4 Complete Forward! Campaign: Implement and successfully complete the $30 million capital campaign, Forward! Together As One, along with improving our participation and annual fund dollars to exceed our peer institutions.

Objective 10.5 Grow Total Enrollment: Balance enrollment, retention, student aptitude and revenue through a comprehensive Enrollment Management Plan that considers the entire student life-cycle.

10.5.1 Grow traditional undergraduate enrollment to the optimum size by 2023 (defining the annual growth goals for the next five years no later than May 2018) while maintaining the quality of the student experience.

10.5.2 Implement Athletics Expansion plan to increase the number of student-athletes, to foster enrollment growth, and to attract a higher quality of student. The plan will lead to 525 student-athletes across 24 DI varsity programs by 2023.

10.5.3 Grow transfer student enrollment at the main campus through articulation agreements with community colleges while maintaining the quality of the student experience.

10.5.4 Grow seminary enrollment to the maximum of 160 by 2019 while maintaining the quality of the seminarian experience.

10.5.5 Grow overall enrollment in Frederick programs by 5 percent per year while maintaining the quality of the student experience.

10.5.6 Evaluate opportunities for expanding international outreach and enrollment.

Objective 11.1 Voice of the Mount: Listen to the voice of our community members to better understand challenges, identify needs and find better solutions.

11.1.1 Respond in a timely manner to the needs and wants of students by maintaining open lines of communication and surveying them frequently.

Objective 11.2 Value our Employees: Trust in the capacity of our people to inspire, innovate and display a strong work ethic. Effectively hire, train, deploy, evaluate and retain our personnel.

11.2.1 Develop an employee development plan and create greater opportunities for professional growth and development.

11.2.2 Expand leadership development opportunities.

11.2.3 Implement a bi-annual compensation review of all positions.

11.2.4 Develop an employee modeling system to ensure fair and equitable compensation.

Objective 11.3 Steward our Place: Improve the value of our capital assets through regular maintenance, reinvestment in and replacement of facilities, ensuring adequate funding for facilities operations, and managing real property and land assets as potential sources of new revenue.

11.3.1 Develop Master Plans for the main, seminary, grotto, and Frederick campuses and review annually.

11.3.2 Manage energy, resources and waste in a sustainable manner integrated with a complementary environmental education program to gain recognition as a green university.

11.3.3 Create a Real Property Planning Board subordinate to the Mount Council.

11.3.4 Investigate land development projects for new revenue potential on Mount-owned land outside the main and athletic campuses.

11.3.5 Every year reduce the deferred maintenance backlog according to a long-range infrastructure plan.

Objective 11.4 Steward our Dollars: Develop a more efficient system of managing each and every dollar that comes through the university.

11.4.1 Measure and manage revenues and expenses by program to ensure pricing is based on customer value and all costs are fully funded with an appropriate margin to ensure future viability.

11.4.2 Simplify policies, procedures and operating systems.

11.4.3 Procure and employ technology solutions appropriately to optimize operations.
Objective 11.5 Manage our Time: Manage the timing of processes, schedules and calendars to make operations more efficient and streamlined.

11.5.1 Maintain a Master Calendar to streamline operations.
11.5.2 Provide professional development training in time management and project management.

Objective 12.1 Contribute to the Church: Maximize the Mount’s contribution to the growth and stewardship of the Catholic Church and faith.

12.1.1 Enhance our facilities and devotional space in the National Shrine Grotto of Our Lady of Lourdes to better support the over 300K visitors each year.
12.1.2 Investigate approaches for attracting future students of the Mount from the grotto visitor population.
12.1.3 Lead in development of a benchmark program for the Vatican-directed additional formation year in the seminary.
12.1.4 Leverage the accredited ESL program in recruiting new seminarians.
12.1.5 Develop training programs for teachers and administrators in Catholic and other faith-based schools in the region.

Objective 12.2 Support Scholarship: Increase the Mount’s national stature through renewed commitment to supporting research and scholarship and developing programs on socially important topics consistent with our mission.

12.2.1 Increase our extramural funding received from foundations and government agencies to support research and programs.
12.2.2 Develop the Palmieri Center for Entrepreneurship so that the Mount becomes the corporate social responsibility school of choice.
12.2.3 Produce a study by June 2018 that summarizes the university’s comprehensive impact on the region and community, on the Church, and on society. The end product will provide a baseline against future performance, identify gaps in our collective efforts, and present a snapshot of the difference that Mount St. Mary’s makes to our society and culture.
12.2.4 Seek external funding for a Catholic scholar-in-residence program centered on the Catholic Studies Room of the Phillips Library.

Objective 12.3 Develop Partnerships: Establish value-added public/private partnerships that bring needed resources to the Mount and enhance our surrounding communities.

12.3.1 Develop a partnership to hold summer sports camps for urban youth in the region.
12.3.2 Develop fully the Seton–DuBois partnership with the Daughters of Charity and other organizations who profess a common vision and shared mission to serve the Church.
12.3.3 Establish a partnership to increase the total power generation capacity of the solar farm while reducing the footprint in order to make us self-sufficient for electric power needs and to gain back some land for athletic fields.
12.3.4 Engage a regional health care provider in improving the quality and availability of health care for our students, and in improving health care access for our surrounding communities. Integrate a plan for new and enhanced academic programs in the health care field into this effort.

Objective 12.4 Brand Development: Promote and strengthen the Mount brand through a sustained, comprehensive and integrated plan.

12.4.1 Develop and implement an integrated marketing campaign to improve brand awareness and reinforce our three brand pillars.
12.4.2 Develop a responsive website that is market-focused and fulfills our brand promise while consolidating and optimizing our digital space.
12.4.3 Develop and implement a comprehensive communication plan to place more stories/information in media outlets, enhance our reputation, and reinforce our market position.
12.4.4 Develop a strategy to integrate and leverage the power of the main university and athletic brands to improve our unified brand identity.
12.4.5 Develop and institute a program of continual market assessment.
Objective 13.1 Integrated Leadership: Align the roles and responsibilities of the Board of Trustees, internal shared governance processes, and administration in order to effectively lead the institution to achieve its broadly affirmed vision and mission.

13.1.1 Develop a clear, well-defined, consistent communication strategy within shared governance.

13.1.2 Engage the Board of Trustees, administration, faculty and staff in discussing, clearly defining and documenting all elements of the governance structure, including but not limited to processes/procedures, roles, responsibilities and lines of communication.

13.1.3 Review governance operations on a regular basis to ensure they are aligned with the University Strategic Plan. When necessary develop an action plan to improve shared governance.

Objective 13.2 Measurement and Assessment: Include measurement, assessment and operational metrics for all new programs and initiatives across the university.

Objective 13.3 Seminary Governance: Revise the current governance structure of the seminary to be consistent with both canon and civil law, while recognizing the seminary as a component organization of the university.

13.3.1 Continue the formulation of the seminary canonical statutes and civil by-laws.

13.3.2 Improve the shared governance processes of the seminary to meet accreditation requirements of the Association of Theological Schools (ATS).