

# STRATEGIC PLANNING TIMELINE

In August 2021, our Strategic Planning Team assembled for a two-day retreat, where the group discussed the strengths, weaknesses, opportunities, and threats that faced Mount Mercy. With a broad focus, the team met on regular basis across the Fall of 2021 to continue discussing the direction of the university. A smaller group of members began compiling and organizing these thoughts. Through the winter, the team held open forums and engaged in discussions with faculty, staff, students, Board members, alumni, and community members. A preliminary draft of a plan was completed, but the process was paused in February 2022. In October 2022, the Strategic Planning Team began meeting again to reorganize and reimagine the information collected. That work resulted in this plan. A draft of this plan was presented in January 2023 to faculty, staff, and students and in February 2023 to the Board of Trustees. The plan was released publicly in final form in April 2023.

# STRATEGIC PLANNING TEAM

**Dr. Todd A. Olson** | President

**Sister Linda Bechen, RSM '74** | Vice President for Mission & Ministry

**Kim Blankenheim** | Assistant to the President

**Dr. Kim Bro** | Dean of the Martin-Herold College of Nursing & Health

**Dr. Tom Castle** | Provost & Vice President for Academic Affairs

**Todd Coleman** | Vice President for Enrollment & Marketing

**Dr. Christopher DeVault** | Professor of English

**Tom Doermann** | Vice President for Operations

**Lonna Drewelow '86** | Assistant Vice President for Development & Alumni Relations

**Dr. Philip Drey** | Assistant Professor of Religious Studies

**Paul Gavin '88** | Director of Athletics

**Anne Gillespie** | Vice President for Business & Finance

**Brenda Haefner '96** | Vice President for Development & Alumni Relations

**Lori Heying** | Executive Director for Institutional Research & Data

**Jamie Jones '22 MSL** | Director of Marketing & Communications

**Dr. Nate Klein '07** | Former Vice President for Student Success

**Dr. Gerald Kreitzer** | Director of Music Activities

**Tom Ksobiech** | Assistant Provost for Institutional Effectiveness

**Dr. Charles Martin-Stanley** | Director of Diversity, Equity & Inclusivity

**Chance McWorthy** | Registrar & Assistant Provost for Academic Operations

**Dr. Joe Nguyen** | Professor of Chemistry

**Christa Nelson** | Assistant Professor of Business



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