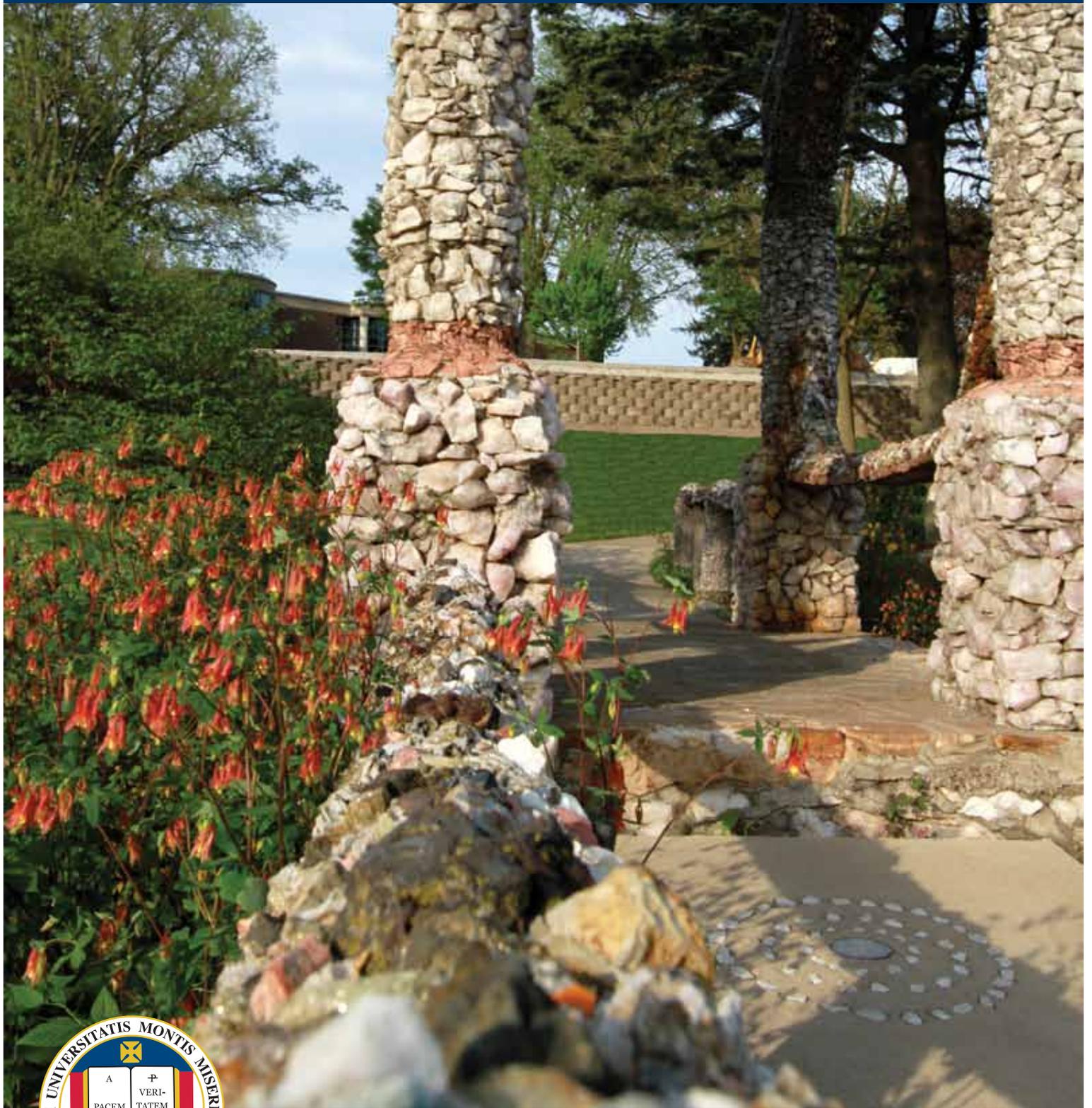


# The Strategic Plan Annual Report for Mount Mercy University

2010-2011



**We can never say “it is enough.”**

Catherine McAuley, Founder of the Sisters of Mercy



**Dr. Christopher Blake**  
President  
Mount Mercy University

## A MESSAGE FROM THE PRESIDENT

I am pleased to present the 2010-11 annual report for our Strategic Plan. This report details the numerous achievements we have made as a learning community in this, our third, year of the *Plan for Mount Mercy University 2008-12*.

Mount Mercy is now at a place where we shortly begin the last year of that plan, reflecting on the gains and accomplishments we have made in a few short years. Foremost among those this year has been our historic transition to University status, surely a moment of both achievement and promise that will define our exciting years ahead as we continue to serve new generations of students.

Please review this report and see what has been gained by our faculty, staff, students and trustees as we work as a community toward serving the common good in our educational mission.

A Strategic Plan is never a book for a shelf but a living work-in-progress of people in action. Here we can see just how powerful our individual and collective actions have been in the 2010-11 academic year, continuing to exemplify the call to “courage and change” that our founders, the Sisters of Mercy, have called us to show for decades. We continue to honor that legacy, and this report gives ample evidence of that.

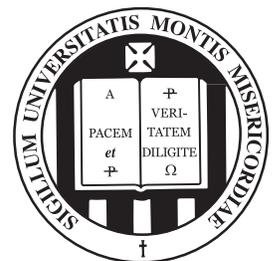
In a short time, as we anticipate later next year the completion of this four-year plan, we will begin a process of visioning the future and determining our opportunities and challenges for shaping that future. We will do so from a position of strength and the experience of managing change.

I hope you enjoy and take pride in reviewing here the success of Mount Mercy University and its considerable growth in the past year.

Thank you.

Christopher Blake, Ph.D.  
President

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## THEME 1

### **A Vibrant Teaching and Learning Environment**

Mount Mercy is committed to building a challenging and engaging teaching and learning environment that is grounded in the Mercy tradition.

## THEME 2

### **Student Experiences**

Mount Mercy will foster an engaged university community where a diverse student population participates in campus activities, strong residential programs, international experiences, and personal and spiritual growth in an atmosphere promoting service to the common good.

## THEME 3

### **Sustainable Institutional Resources**

Mount Mercy commits to implementing mission through the sustainable growth of a robust and responsible financial environment, an engaging campus environment, and the human resources necessary to accommodate growth in quality and quantity of undergraduate and graduate students.

## THEME 4

### **Visibility, Marketing and Outreach**

Mount Mercy commits to becoming increasingly visible in the Midwest and in the Conference of Mercy Higher Education through appropriate marketing efforts and dedicated community outreach.

## THEME 5

### **Catholic Identity and Mercy Mission**

Mount Mercy commits to develop its Catholic identity through its spiritual life, curricular and co-curricular programming, and service to the community.

<b>Strategic Plan: Key Performance Indicators</b>	<b>2010-11 Academic Year</b>	<b>2010 Fiscal Year</b>	<b>Fall 2012 Aspirational</b>
<b>Theme 1: A Vibrant Teaching and Learning Environment</b>			
Percent of Faculty with Terminal Degrees	58.5%		70%
Off-Campus Delivery Sites	2		2
Higher Learning Commission Accreditation	To 2012		Re-Accredited in 2012
<b>Theme 2: Student Experiences</b>			
Student Satisfaction Rating (2005 survey)*			
Experiencing Intellectual Growth	5.47		5.90
Commitment to Academic Excellence	5.46		5.90
Being Made to Feel Welcome	5.37		5.90
Student/Faculty Ratio	12:1		13:1
International Program Partnerships	5		4
NAIA Number of Sports Offered	13		15
Number of Graduates Per Year	430		455
Graduation Rate - 4 Year (5 Year Average)	48.1%		54%
<b>Theme 3: Sustainable Institutional Resources</b>			
Total Semester Headcount (Fall)	1643		1800
Total New Student Headcount – All Programs (Fall)	486		690
Traditional Program Headcount (Fall)	1074		1175
Adult Accelerated Program Headcount (Fall)	368		500
Number of Total Credit Hours Enrolled – Adult Accelerated Program (2009-10)	7021		
Graduate Program Headcount (Fall)	202		125
Full-Time Equivalency (Undergraduate & Graduate)	1371		1440
Freshmen Retention Rate	82.1%		83%
Residential Student Headcount (Live on Campus - Fall)	372		435
Percentage of Occupancy of Residential Housing	78%		90%
Composite Financial Index (5-Year Average)		2.80	5.50
Return on Net Asset Ratio		12%	Inflation + 3 To 4%
Tuition Dependency		72%	55%
Tuition Discount Rate		36%	34%
Unrestricted Annual Fund (June 30, 2010)		\$644,391	<i>Under Board Review</i>
Total Value of Endowment		\$19,641,585	<i>Under Board Review</i>
Endowment Per Student FTE		\$14,191	<i>Under Board Review</i>
Capital Campaign Total Gifts		Pending until public phase	<i>Under Board Review</i>

\*Taken from 2005 Noel-Levitz Student Satisfaction Survey (SSI) using a 7-point Lickert Scale with 7 being the highest level of satisfaction.

## REVIEW ACADEMIC AND CO-CURRICULAR PROGRAMS

**Goal #1:** To implement a complete review of academic and co-curricular programs, including a focused revitalization of our core curriculum to support our aspiration as a leading Mercy university.

During the 2010-11 year of the strategic plan, a comprehensive review of the Honors Program was conducted. Over the past five years, 46 students have graduated with Honors Distinction based on their participation in the Honors Program.

## THRIVING GRADUATE PROGRAMS

**Goal #2:** To develop and implement several thriving graduate programs.

A progress report focusing on faculty credentials and scholarship in all graduate programs was submitted and accepted by the Higher Learning Commission in Fall 2010. Additional progress reports are not required.

A new graduate program in Marriage and Family Therapy was launched in August 2010, and a new graduate program in Nursing commenced in January 2011.

A focused site visit was conducted by a team of reviewers from the Higher Learning Commission in February 2011 to review our request to extend our accreditation to include two new graduate programs (in addition to two existing ones). Full approval was recommended; final approval is contingent on a review by a Readers' Panel and the Institutional Actions Council of the Higher Learning Commission.

During the Fall 2010 semester, three classes were offered for the Master of Arts in Marriage and Family Therapy degree serving 21 different students. In the Spring 2011 semester the program grew to its limit of 25 students. The Winter 2011 term was the first offering of classes for the Masters of Science in Nursing degree. The first class served 15 students. In Spring 2011, enrollment held steady for the MSN program.

The Master of Arts in Education program has served over 60 different individuals since its beginning, and the MBA program has served nearly 250 different students. As of the February 2011 graduation date, over 30 graduate degrees have been awarded.

## PIPELINE PROGRAMS, PARTNERSHIPS, EXPERIENCES

**Goal #3:** To identify and strengthen a diverse group of pipeline academic programs, experiences and partnerships that increase enrollment, enhance community engagement, and assist retention.

Internal enrollment data and national trends regarding top majors were shared with the faculty. Faculty members have begun to identify strengths and distinctive points of majors.

A partnership committee was formed to discuss academic arrangements between the three higher education institutions and the seven high schools in the Archdiocese of Dubuque. Discussions are ongoing. In addition, Mount Mercy University administration and department chairs have been exploring various ways to develop an infrastructure for online programming. Once resources are identified and the infrastructure is created, faculty will be involved in the development of courses and academic policies.

Two Living Learning Communities (LLC's) in 2009-10 have grown into six Living Learning Communities in 2010-11 with 112 freshmen and 16 sophomores participating. Faculty and staff impact partners for the LLC's were secured from Nursing, Business, Campus Ministry, Student Activities, Wellness, Counseling, Sustainability Committee and Athletics.

A Spanish minor was developed and added to the curriculum for 2011-12. Several majors will move forward with the development of a model for three year degree programs in 2011-12.

## THEME 1

### A Vibrant Teaching and Learning Environment

#### Measures of Accountability

Expanded Living Learning Communities to 8 For Freshmen; 1 for Sophomores

10 Students Participate in Student/Faculty Collaborative Research Projects

Associate Professor of Art Kathryn Hagy Awarded Fulbright Scholar in Nepal

Mount Mercy Times Wins 11 Awards from Iowa College Media Association

Master of Science in Nursing Program Approved and First Classes Offered

Number of Summer 2011 Scholarship Applications: 21

Dollar Amount of Summer Scholarships Awarded: \$41,685

Successful Focused Site Visit for Two Additional Graduate Programs by North Central Higher Learning Commission: February 2011

Over 370 Different Students Served by Mount Mercy University Graduate Programs Since 2008

## THEME 1

### A Vibrant Teaching and Learning Environment

#### Measures of Accountability

Library Introduces Scholarly Communication Project:  
April 2011

Hosted Scholarship Festival:  
May 2011

Dr. Glen Kowach, Keynote Address for Scholarship Festival: *Making Your Future, Changing Your World, and Discovering Research*

Twenty-six Faculty Members and One Staff Member Served as Mentors to Students for the Scholarship Festival Research Projects, Creative Works and Collaborations

Scholarship Festival Attendance:

Keynote Presentation	30
Creative Works:	
Creative Writing	81
Sustainability	55
Music	20
Innovation	27
Guns, Sex & Health	25
Roundtable Discussions Total	33
Poster Presentations Total	80
Presentations:	
Collaboration	60
Research	24
Race Relations	16
History	22

## FACULTY DEVELOPMENT AND SCHOLARSHIP

**Goal #4:** To strengthen and support faculty development, scholarship and qualifications.

Sixteen full-time faculty members who are tenured or on tenure-track, participated in a pilot program called 21+3. Faculty members are permitted to teach 21 credits instead of 24 credits during the academic year and must establish goals that constitute three credits of scholarship. The program is intended to provide faculty with additional time to focus on scholarship. An additional twenty faculty members will join the program in 2011-12.

## ACADEMIC DEPARTMENT REORGANIZATION

**Goal #5:** To revise the organizational structure of our academic departments to increase efficiency, define chair roles and encourage interdisciplinary work, where liberal arts and professional preparation are integrated and promoted.

No specific objectives were established for this goal in 2010-11.

## HIGHER LEARNING COMMISSION RE-ACCREDITATION

**Goal #6:** To obtain institutional re-accreditation without sanctions by the Higher Learning Commission of the North Central Association.

Mount Mercy University was selected as one of fourteen pioneer institutions by the Higher Learning Commission to help develop a new model for re-accreditation. The new model, called Pathways, includes a Quality Initiative Project and an Assurance Review. Mount Mercy submitted a proposal for a Quality Initiative Project, titled "Pathways to Scholarship," which focuses on undergraduate student and faculty research collaboration. The proposal was approved in Summer 2010. A steering committee was subsequently formed to implement the project. An undergraduate research coordinator was appointed to facilitate teams of students and faculty; an awareness campaign was launched; and a Scholarship Festival in May 2011, included significantly more participants than previous years.



## STUDY ABROAD INITIATIVES

**Goal #1:** To implement new and thriving study abroad initiatives with participation by faculty, students and staff from across a broad range of programs and departments.

Two short-term study abroad trips were offered in January 2011. Nine social work students traveled to England, and 14 students from various majors, traveled throughout the European Union. Exchanges were offered to students through Canterbury Christ Church University and Palacky University. Mount Mercy University also signed a partnership agreement with the University of Stirling in Scotland. In addition, Associate Professor of Art, Kathryn Hagy was a Fulbright Scholar in Nepal during Fall 2010 and Winter 2011.

## PARTICIPATE IN FIELD EXPERIENCES, PRACTICA, INTERNSHIPS

**Goal #2:** To ensure all students have the opportunity to participate in field experiences, practica and/or internships.

Implementation of the "CareerClicks" online portal has improved access for employers to post internships and jobs and for students to search and apply for opportunities. In addition, a review of internship opportunities across majors has led to changes in policies, requirements, and procedures to enhance the student experience.

## VIBRANT INTELLECTUAL COMMUNITY

**Goal #3:** To sustain a vibrant intellectual community supported by an Honors program that demonstrates innovative pedagogy, interdisciplinary inquiry, and faculty-student collaboration.

The Honors Program Director convened an Honors Steering Committee to conduct an internal review of the Honors Program and to provide suggestions for improvement. The Honors Program Director is completing a report of recommendations.

## STUDENT ENGAGEMENT

**Goal #4:** To strengthen and increase student engagement in culturally rich student clubs, organizations, and co-curricular activities.

The second phase, year two, of the S.T.E.P.S. program was implemented in 2010-11. Students who entered the program as freshmen in 2009, moved into their sophomore level programming while a second cohort of freshmen, twenty students, was initiated into S.T.E.P.S.

A formal review of the Clubs and Organizations on campus was set as a goal for 2010-11 with the intention to strengthen campus life. Based on the review the Student Government Association has enhanced its processes and communication flow.

## ATHLETIC PROGRAMMING AND FACILITIES

**Goal #5:** To develop athletic programming and facilities that enhance the recruitment, retention and success of a diverse body of student-athletes, and promote the physical wellness of all students.

Athletic programming was approved for expansion in 2010-11 with the addition of both men's and women's bowling teams. Glenn Healy was named to the position of head coach for both teams and began the mid-season recruitment efforts in late 2010. Competitive bowling matches will begin in the 2011-12 academic year.

## THEME 2

### Student Experiences

#### Measures of Accountability

Winter Term Courses with Overseas Trips: European Union: Culture, Politics and Economics (England, Belgium, France) and Social Work: England

Addition of Men's and Women's Competitive Bowling Approved

Glenn Healy Named as Head Men's and Women's Bowling Coach

67% Of Traditional Program Graduates Complete Internship or Practicum

28 Clubs and Organizations Share 424 Student Members

Track and Field: 6 National Qualifiers

Fifth Place National Finish in Women's 600 Meter Run

Men's Basketball Coach Paul Gavin Gets 300<sup>th</sup> Victory

200 Classes Available Over 9 Blocks for Adult Accelerated Students

19 Different Countries are Represented in 2010-11 Student Enrollment

## THEME 3

### Sustainable Institutional Resources

#### Measures of Accountability

Developed and Distributed Annual Report to Investors with Personalized Endowment Reports

Added 8 New Named, Endowed Funds – 6 Scholarships

Mount Mercy was Featured in the Cedar Rapids Gazette for Efforts to Reduce Carbon Footprint by Installing Geothermal Well System

Executive Portal with Live Data Reports Developed and Implemented for President and Cabinet: Fall 2010

Four New Members Named to Board Of Trustees: November 2010

A Record 125 Faculty and Staff Made Gifts to University: 30% Increase in Employee Participation

8.1 Million Dollars of Institutional Aid Awarded in 2009-10

Online Financial Aid Web Resource for Students Launched: February 2011

Net Price Calculator Operational on the Website: June 2011

## ENROLLMENT GOAL OF 1,800

**Goal #1:** To achieve an enrollment goal of 1,800 students with a programmatically balanced population, while utilizing best practices for recruitment and retention.

A goal of recruiting 350 new, traditional program students for the Fall of 2011 was established for 2010-11. The final outcome of this goal will not be known until September of 2011. To reach this goal an action plan was developed by the Admissions Office. Additionally, the Admissions Office collaborated with the Financial Aid Office to update financial aid awarding grids. The enrollment area was charged with developing and making available internally a clear, detailed, succinct enrollment plan to increase traditional freshmen enrollment for the fall of 2011 and beyond. Part of this plan included an analysis of the vendors which provide inquiry names and the “name-purchasing” cycle used by our admissions office.

## SUCCESSFUL FUND-RAISING CAMPAIGN

**Goal #2:** To develop and implement a successful, comprehensive fund-raising campaign, including capital, endowment, and annual fund goals.

The primary focus for 2010-11 was a retooling of the campaign strategy. The first step was to complete a comprehensive audit of the development and communications areas conducted by an external consultant. The consultant was then retained on a longer term basis to advise and assist with the recommendations of the audit. In support of the retooling, a staffing plan with performance goals and metrics was developed, a focus was placed on the conversion of major gifts and a formal prospect research program was employed. Additionally, the gift pyramid was revamped and the advancement team mobilized to secure lead gifts for the Unity Campaign. New staff were added at the major gift lead position, and a decision made to move from a Campaign Planning Committee to a Steering Committee for new fundraising goals.

## CAMPUS FACILITIES MASTER PLAN

**Goal #3:** To develop and implement an environmentally responsible and community conscious campus facilities master plan.

The 2010-11 academic year provided dramatic changes to the landscape and building site for the new University Center. By mid-March the Enrollment and Student Services personnel were moving into new offices located on the second floor of the new Center. Building plans stayed on schedule throughout the year with an estimated completion date of August 2011.

The Promoting Our University Distinctiveness taskforce, known as PROUD, became more fully functioning during the year as the taskforce met regularly and began assessing the campus for needed updates. The committee created an “Adopt an Area” program in which employees voluntarily agreed to take care of flower beds and planting areas throughout the year. The committee will make presentations to campus groups on how they can be involved with campus distinctiveness.

Sustainability continues as a strong theme across campus. The Sustainability Task Force continues to meet and make progress on the Climate Action Plan due in Fall 2011. Popular programs among students are the door-side recycling weekly pickup program and RecycleMania. Mount Mercy placed 2<sup>nd</sup> out of 213 institutions in cardboard recycling.

## CONVERT ADMINISTRATIVE SOFTWARE

**Goal #4:** To convert all campus administrative software to the SunGard PowerCampus system.

The campus administrative software end-users have become adept at using the PowerCampus software. Upgrades to the software continue on a routine basis. The IT Department, with campus-wide input, has developed a three-year strategic technology plan which considers the use of technology campus-wide and its management for the future.

An Executive Portal which delivers live data reports was developed for use by the President and his Cabinet and enrollment deans.

## COMPENSATION PLAN FOR FACULTY AND STAFF

**Goal #5:** To implement a plan assuring equitable and competitive compensation for faculty and staff.

No specific objectives were established for this goal in 2010-11.

## PERFORMANCE PLANS FOR BOARD, FACULTY AND STAFF

**Goal #6:** To enhance professional growth and accountability through the development of performance plans for the Board of Trustees, faculty, and staff of the College.

The objective established for this goal in 2010-11 was the development of a formal presidential review process.

The annual faculty summary report was adapted to include a self-evaluation and chair evaluation of performance. All faculty members engaged in goal setting and were evaluated by department chairs and academic affairs in Fall 2010.

## WENIG ROAD UNIVERSITY CENTER

**Goal #7:** To launch the Wenig Road University Center as a high quality, operational off-campus site with enrolled and delivered non-traditional classes.

During 2010-11 a working group was created for the purpose of researching ideas and concepts for best use of the facility at Wenig Road which we expect to receive in Spring of 2012. The working group was charged with generating a recommendation by Fall 2011. Financial plans for improvements and operations were also developed.

## BEST PRACTICE FINANCIAL AID

**Goal #8:** To provide best-practice programs of financial aid and financial planning to enhance student recruitment, strengthen student financial literacy and responsibility, and minimize student debt.

Objectives for the Student Financial Services Center for 2010-11 included an analysis of Mount Mercy's tuition discount rate. Literature reviews were done and best practices at other institutions were researched which culminated in a longer range, more strategic approach to tuition-financial aid grids and policies for financial aid implementation.

Students now receive and may pay bills electronically. Additionally, they may access information regarding their financial aid via the Web.

## UPDATE CAMPUS COMMITTEE STRUCTURE

**Goal #9:** To review and update our campus committee structure to increase efficiency and communication.

The shared governance system was examined with a review of the relationship of the Faculty Leadership Team (FLT) to those committees with faculty representation. The differences in responsibilities between FLT and the department chairs were determined and then articulated more clearly. Issues falling under the purview of the faculty were also identified.

## THEME 3

### Sustainable Institutional Resources

#### Measures of Accountability

National Student Loan Clearinghouse Web Resource for Students Launched to Assist Students with Accessing Enrollment Information: February 2011

Annual Savings in Energy Usage of 25% with Sustainability Efforts

The 25% Energy Usage Savings is Enough to Power 178 Average Size Homes for One Year

P.R.O.U.D. Task Force Hosts Campus Beautification Day: April 2011

University Center Naming Opportunities Approved and Published

Campaign DVD Produced and Previewed by Board of Trustees

Hosted Events for Rockwell Collins and AEGON Alumni at the President's House.

Campaign Steering Committee Established

Completed Development Audit: Fall 2010

Hosted Nursing Leadership Mentor Luncheon

## THEME 4

### Visibility, Marketing and Outreach

#### Measures of Accountability

Launched the Re-Developed Mount Mercy University Website: December 2010

Average Number of Pages Viewed Per Visit: Up 17.55%  
Visitors are Spending, on Average, Almost a Minute Longer Browsing the Site  
“New” Visits to the Website: Up 28.75%  
221,179 Absolute Unique Visitors  
Visitors from 190 Countries/Territories

Mount Mercy Magazine Wins Award of Distinction, 2010 International Academy of the Visual Arts Communication Awards

60 Local Businesses Have Been Positively Impacted by Partnering with Mount Mercy’s Nationally-Recognized SIFE Program

Mount Mercy Art Students Display Work at Downtown Eco-Arts Festival: April 2011

Annual Creative Writing Contest for High School Juniors Launched: Winter 2011

English Literature Classes Led Seven “Book Club” Discussions at Anamosa State Prison

Facebook:

Mount Mercy University  
889 People “Like”  
300 Average Visits/Week

Mount Mercy Athletics  
570 People “Like”

Twitter:

Mount Mercy University  
942 Followers

Mount Mercy Athletics  
321 Followers

## REGIONAL MARKETING PLAN

**Goal #1:** To implement an integrated and comprehensive regional marketing plan.

The continued implementation of the annual regional marketing plan was most successfully realized in 2010-11 through the Mount Mercy re-branding program which encompassed an institution-wide re-designation and name change as well as a comprehensive institutional branding campaign led by the Office of Communications & Marketing. From a marketing perspective, the strategic goal of becoming a University was a collaboration among internal and external constituencies, spearheaded by a process that surveyed students, alumni, staff, trustees and faculty and allowed for discussion on key elements of the campaign, most notably the new wordmark. To build on this goodwill, three days of events celebrated the transition, including a press conference, community luncheon, Mass and meetings with the Archbishop of Dubuque and local parish representatives, and on-campus carnival for students and employees. Further efforts were made to connect with alumni and community members through the Registrar’s and Alumni Affairs Offices and included new diplomas and license plates. All programs, from marketing to community-building, were implemented in one calendar year.

### COMMUNICATE MOUNT MERCY BRAND

**Goal #2:** To strengthen and communicate effectively the Mount Mercy brand internally and externally, ensuring quality, consistency, and uniformity of electronic and print communications.

The four-year process to re-designate as Mount Mercy University culminated in 2010 in an institution-wide branding program which included development of a brand re-positioning statement, new wordmark and campus signage, a new outdoor and radio campaign raising the University’s visibility and highlighting its Catholic, Mercy identity.

The website redevelopment included new strategy, messaging, images, content and the implementation of a more robust Content Management System (CMS). The roll-out took place in three stages. First, a microsite promoting the University designation, communicating the rationale for the change and capturing community members’ thoughts on the historic event was launched in July. On the day of the University designation, an interim homepage and interior templates incorporating the University’s new wordmark and color palette were introduced across the institutional site. Finally, on December 10, a fully-redesigned institutional website was launched. The new site features streamlined information architecture, revamped navigation, specialized features and new content designed to communicate Mount Mercy’s key brand messages to target audiences. While the performance of the new site will be measured by a range of metrics, qualitative and quantitative data already indicate a significantly improved user experience.

### COMMUNITY OUTREACH PROGRAMS

**Goal #3:** To increase the number and diversity of community outreach programs and activities, and to use these for internal and external marketing.

In 2010-11, the Senior staff was tasked with seeking community positions such as serving on boards of community organizations. Several Senior staff are currently serving, including President Blake’s election to the Cedar Rapids Rotary Board and the National Czech and Slovak Museum and Library.

### INCREASE INTERNAL AND EXTERNAL VISIBILITY

**Goal #4:** To share and promote the histories, stories, and expertise of members of the Mount Mercy community in order to increase internal and external visibility.

The Office of Communication and Marketing revamped media relations strategies to incorporate the changing dynamics of journalism and increase coverage and external visibility on social media platforms and community-based news sites. While still working within traditional media outlets, the Office also leveraged new trends such as local news sites and routinely post information and highlights on Mount Mercy students, faculty and administration on three key topical sites: Eastern Iowa Life (<http://easterniowalife.com/>)  
Iowa Higher Education (<http://iowahighereducation.com/>)  
Eastern Iowa Business (<http://easterniowabusiness.com/>)

Additionally, the Office developed a staff blog that documents service trips, student club endeavors and campus activity, and documented student events and activities through video and photography placement on web and social media channels.

## CATHOLIC INTELLECTUAL TRADITION

**Goal #1:** To explore and strengthen the Catholic intellectual tradition in the Mount Mercy educational experience.

Several action items were established for the 2010-11 year to accomplish the goal of instituting a campus program of exploring Catholic identity and Mercy charism. The Mercy Integration Committee became a formal, standing committee within the organizational structure. Several guest speakers, many of whom are Sisters of Mercy, were welcomed into the classrooms at Mount Mercy to share information on such topics as poverty, non-violence, racism, art of peacemaking, Mercy Mission and Heritage, meditation and centering prayer. Some of the campus community stayed involved with mission identity through their participation in the Mercy Higher Education Retreat in Omaha, NE and the Busy Person's Retreat held on campus.

## COMMUNITY SERVICE AND SERVICE LEARNING

**Goal #2:** To increase significantly the number of students who engage in community service and service learning.

No specific objectives were established for this goal in 2010-11.

## MERCY TRADITIONS

**Goal #3:** To identify and strengthen the connection between the Mercy traditions and the work of the University.

Two primary objectives were established for this goal for the 2010-11 year: conduct a comprehensive University Mercy Week and provide employees with an orientation based upon the University's mission. The Mercy Week was held and considered successful with over 70 people responding to the follow-up evaluation of the week. Over 90% of these respondents indicated they were either "very much" or "somewhat" educated about the Mercy Mission by their participation in the Mercy Week events.

The employee orientation sessions were mandatory for any new or recently new employees and they were optional for any employee wanting to better understand the Sisters of Mercy heritage and the mission of the University.

## FOSTER TOLERANCE AND INCLUSIVENESS

**Goal #4:** To foster a community of tolerance and inclusiveness where diversity among faculty, staff, and students is supported to strengthen our sense of identity and community.

In 2010-11, the Office of Mercy Mission and Identity was involved in engaging conversations and reflections about how we grow and live out our Catholic Identity in the Spirit of Mercy.

Students, faculty and staff leadership participated in living the reality of the Mission that states: "Mount Mercy welcomes women and men of all beliefs to join our community..." We participated in conversations in which we moved through conflict and misunderstanding toward a greater understanding and respect of who we are as Mercy, as Catholic, and as members of other Christian beliefs. Groups that engaged in the conversations were faculty advisors, students from CORE, students who participated in FOCUS, Campus Ministry staff, and Mercy and Mission and Identity staff.

## DISTINCTIVE CAMPUS MINISTRY PROGRAMMING

**Goal #5:** To strengthen distinctive campus ministry programming, including the liturgical and sacramental life on campus, involving broad participation from faculty, staff, and students.

With nearly 25 different religious faiths being represented in our student body, Mount Mercy clearly serves a diverse population in terms of self-reported religion. Given this diverse population of non-Catholic students, the University has contracted a part-time, temporary position for a non-Catholic campus minister. This position will provide ministry primarily to the non-Catholic sector of the student body.

Campus Ministry staff participated in a mission development weekend.

## THEME 5

### Catholic Identity and Mercy Mission

#### Measures of Accountability

Dr. Blake Submits Article to Mount Mercy Times – *Reflections On Catholic Mercy Heritage*

Junior Class Emerging Leaders Hold Poverty Simulation

The Spirituality of Christmas Hosted by Sisters of Mercy and Office of Mercy Mission and Identity

More than 125 Students, Faculty, Staff and Alumni Serve in Project America

Inter-Faith Festival of Music Prayer: September 2010

12 Volunteers Travel to New Orleans for 6<sup>th</sup> Annual Hurricane Recovery Trip

A Family Seder Meal was Offered to Celebrate Passover: April 2011

Catherine's Grab and Go Teas

Five Service Trips with Increase in Student Participation from Previous Years

First Time Trip to The Arch (L'Arche) of Clinton: 6 Volunteers

Collaboration with Business Office and Volunteerism and Service Learning Networking to Place Students at Not-for-Profit Work Sites

Multicultural Fair Panel on *Seeds of Culture of Peace* – Bishop Thomas J. Gambleton and Joshua Casteel

Created and Offered an Alumni Antioch Retreat



## Mount Mercy Statement of Values

*As members of the Mount Mercy University community, grounded in the tradition of the Sisters of Mercy and our Catholic identity, we are committed to:*

### ***Lifelong learning and education of the whole person***

*We believe that education is a lifelong experience where learning empowers the whole person, intellectually, spiritually, emotionally, and physically.*

### ***Pursuit of truth and dignity***

*We foster free inquiry in a compassionate culture where our dedication to faith, truth and mercy supports the dignity of each person within the human community.*

### ***Commitment to students***

*We acknowledge and affirm that our students' needs are central to decisions that affect community life.*

### ***Justice***

*We advocate for equality by actively creating just and healthy relationships in our learning community and in our global society.*

### ***Gratitude***

*We celebrate with humility all gifts and talents bestowed by God and faithfully share these blessings with the wider community.*

### ***Hospitality***

*We accomplish our work in the spirit of Catherine McAuley's graciousness and inclusion that welcomes all people and perspectives.*

### ***Service***

*We instill a sense of responsibility and caring that calls us to serve the common good.*



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