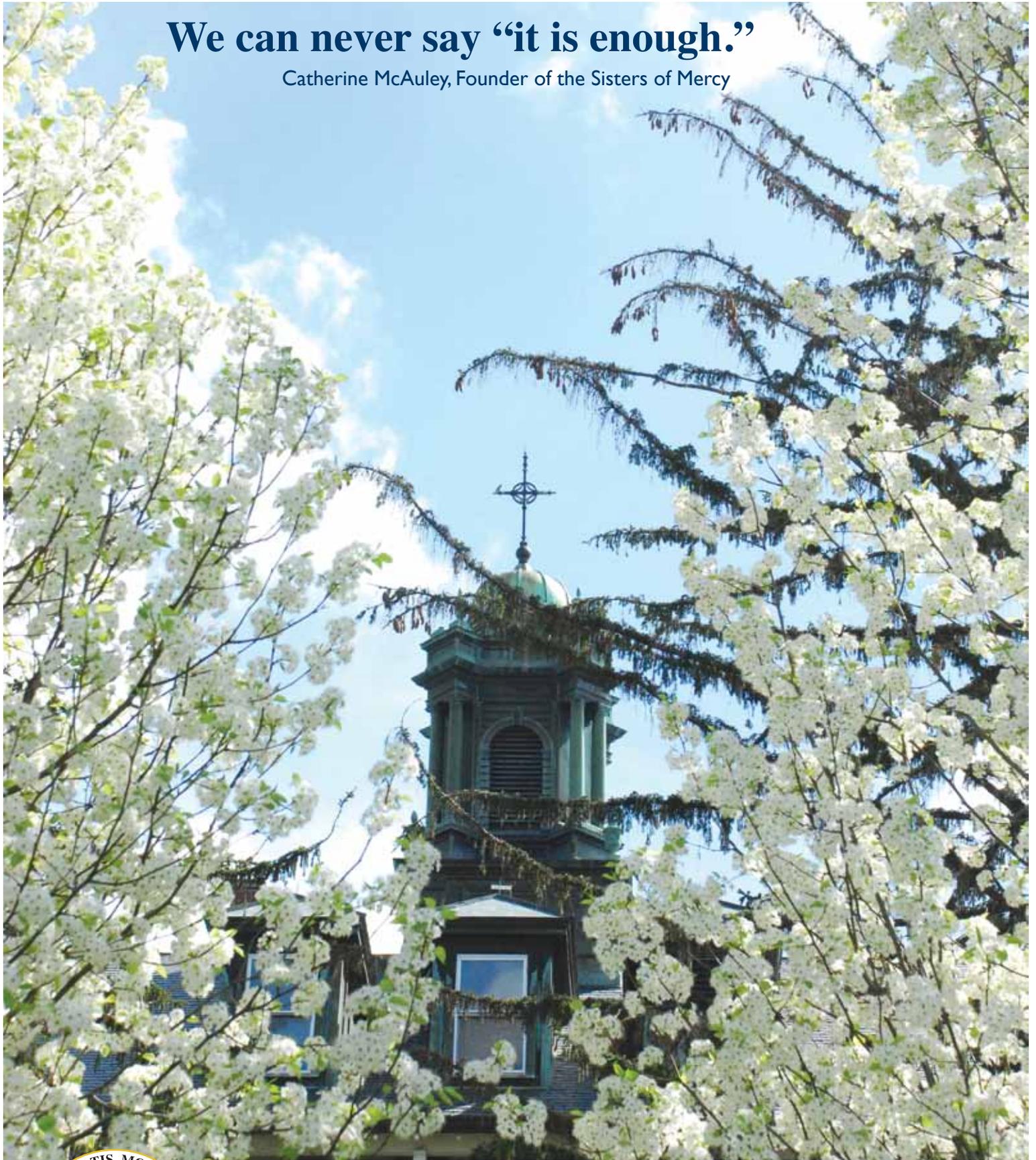


**We can never say “it is enough.”**

Catherine McAuley, Founder of the Sisters of Mercy



# The Strategic Plan Annual Report for **Mount Mercy University**

2011-2012

## **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.

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## A MESSAGE FROM THE PRESIDENT

During the past four years the Mount Mercy community has responded to two defining challenges. The first was the disastrous flood of Cedar Rapids in June 2008, at the birth of this strategic plan. Shortly afterwards we faced the global financial meltdown that heralded the Great Recession.

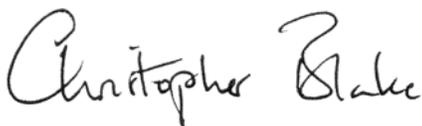
Yet the spirit of Mercy is enlivened by facing challenge and solving human problems, and this report shows the myriad of ways that the Mount Mercy community has been inspired by that spirit of Mercy to reach out to students and to lift them up through education to empowered lives of growth and service to society.

The greatest accolade of that community endeavor and step toward future strength was our transition in August of 2010 to University status, which will surely enable us to fulfill the promise of an education at the Baccalaureate and Graduate levels for generations of students to come.

A plan is not a static but an active document, just as a community is always changing, and hopefully growing, in its life. This report reflects those changes and that growth, and our strategic plan has provided me invaluable resource to shape our decisions about our growth as Mount Mercy University over the past year.

In the coming months the University community will reflect on our growth during this transformational era of our Plan for Mount Mercy University 2008-12 and begin the process anew of crafting a future vision to inspire our next set of strategic initiatives, building of the success of these.

I thank you for your interest in Mount Mercy University and its accomplishments.



Christopher Blake, Ph.D.  
President

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



## Strategic Plan: Key Performance Indicators

	2010-11 Academic Year	2010 Fiscal Year	Fall 2012 <i>Aspirational</i>
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### Theme 1: A Vibrant Teaching and Learning Environment

Percent of Faculty with Terminal Degrees	62.4%		70%
Off-Campus Delivery Sites	2		2
Higher Learning Commission Accreditation	To 2012		Re-Accredited in 2012

### Theme 2: Student Experiences

Student Satisfaction Rating			
Tuition Paid is a Worthwhile Investment	6.54		6.60
Quality of Instruction I Received in Most of My Classes is Excellent*	6.57		6.55
Being Made to Feel Welcome (2005 Survey)	6.35		5.90
Student/Faculty Ratio	11:1		13:1
International Program Partnerships	5		4
NAAIA Number of Sports Offered	15		15
Number of Graduates Per Year	438		455
Graduation Rate - 4 Year (5 Year Average)	48.1%		54%

### Theme 3: Sustainable Institutional Resources

Total Semester Headcount (Fall)	1824		1800
Total New Student Headcount – All Programs (Fall)	617		690
Traditional Program Headcount (Fall)	1121		1175
Adult Accelerated Program Headcount (Fall)	417		500
Number of Total Credit Hours Enrolled – Adult Accelerated Program (2010-11)	7374		
Graduate Program Headcount (Fall)	286		125
Full-Time Equivalency (Undergraduate & Graduate)	1506		1440
Freshmen Retention Rate	76.3%		83%
Residential Student Headcount (Live on Campus - Fall)	423		435
Percentage of Occupancy of Residential Housing	88%		90%
Composite Financial Index (5-Year Average)		3.00	5.50
Return on Net Asset Ratio		2.40%	Inflation + 3 To 4%
Tuition Dependency (2010)		65.6%	55%
Tuition Discount Rate		35.6%	34%
Unrestricted Annual Fund (June 30, 2010)		\$604,286	\$650,000
Total Value of Endowment (FY2012)		\$23,585,566	<i>Under Board Review</i>
Endowment Per Student FTE		\$15,661	<i>Under Board Review</i>
Capital Campaign Total Gifts		Pending until public phase	<i>Under Board Review</i>

\*Taken from 2011 Noel-Levitz Student Satisfaction Survey (SSI) using a 7-point Lickert Scale with 7 being the highest level of satisfaction; 2005 survey item changed.

## 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 2011-12 year of the strategic plan, a comprehensive model for determining costs and revenue for each major program was developed. In addition each program submitted a five year program review that provided data on the demand for the program, faculty strength, curriculum innovation, student learning and program goals. This data will be used in developing a five year academic plan and strategic allocation of resources.

Two sustainability fellows were appointed from the faculty. The fellows worked with the faculty to implement several environmentally-aligned strategies to raise awareness of sustainability within the curriculum.

## THRIVING GRADUATE PROGRAMS

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

In 2011-12, graduate programs continue to thrive. By the Spring 2012 semester, the graduate total headcount had grown to 308 students. The 2012 graduating class is expected to have 81 students receiving Master's degrees. A three to five year-enrollment plan was developed for the graduate programs to ensure continued growth.

The year was spent in final preparations in anticipation of the Graduate Center opening. Final facility designs, and a staffing model was developed for the building.

## 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.

In Fall 2011, Mount Mercy University entered into a partnership with the Learning House, a company which hosts on-line learning environments. Policies for online classes were developed and 20 faculty received training on teaching on-line classes. The first on-line course was offered during the Winter 2012 session, and six classes will be offered during summer 2012.

A new position, Academic Support and Retention Specialist, was created and filled in October 2011. This person works with both the faculty and various campus offices to develop retention strategies as well as establish retention goals.

## FACULTY DEVELOPMENT AND SCHOLARSHIP

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

The 2011-12 academic year is year two of the 21 + 3 program implementation. Faculty members are released for three credits of teaching to pursue scholarship goals. A total of 37 faculty took part in the program this year.

The course evaluation form was reviewed by a taskforce this year and recommendations were made for improvements. A new form, that will provide greater opportunities for feedback on teaching, was pilot-tested in the spring semester.

## 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.

In conjunction with the eight department chairs, an evaluation process of department chairs was developed. Chairs were evaluated by the faculty in the department and three year contracts were issued. The process included an evaluation form and a time schedule for evaluations of chairs to be implemented.

## HIGHER LEARNING COMMISSION RE-ACCREDITATION

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

In 2011-12, second year activities for the Pathways to Scholarship program, Mount Mercy's Quality initiative project, were implemented as well as development of a plan for continuation of the project into the future. A committee was formed from campus constituents, to gather evidence to meet each criterion for the Assurance Review and writing began on the narrative piece for the Assurance Review.

The academic calendar was reviewed to ensure compliance with the United States Department of Education guidelines. A three-year academic calendar was developed and shared with the campus.

## THEME 1

### A Vibrant Teaching and Learning Environment

#### Measures of Accountability

Two Faculty Fellowships Announced for 2011-12: Educating for Sustainability, Dr. Neil Bernstein and Dr. Joy Ochs

Percent of Faculty with Terminal Degrees: 62.4%

25 Countries Represented by Student Enrollment for Fall 2011

International Student Enrollment at MMU Increased By Over 400% from 2006, Going from 9 Students to 41 Students

Library Collection Expanded Through Donation of Personal Holocaust Collection

Spring 2012: Enrollment for Graduate Programs Breaks 300

May 2012: Rebuilding New Orleans Trip with 6 Students and 3 Alumni Participating

## THEME 2

### Student Experiences

#### Measures of Accountability

Approximately 1100 Undergraduate Internships, Practicums, Field Experiences and Clinical Experiences During 2011-12 Academic Year

British Literature and Culture Course Takes 20 Students to England

Education Travel Course During Spring Break Takes 10 Students to England to Observe Teacher Training and Visit Schools

Mount Mercy Times Receives Eight Awards at Annual Iowa College Media Association Better Newspaper Contest

Mount Mercy Student Receives National SIFE Emerging Leader Award: Kimberly Moorman

#### 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.

One short-term study abroad trip was offered in January 2012 and 20 students took advantage of this opportunity. The British Literature and Culture class offered students a chance to spend 10 days absorbing the art, history and landscapes which inspired major works in British literature. During spring break, a group of approximately 10 teacher education students traveled to England to observe teacher training classes and visit schools helping to provide them with a more global perspective on teacher education.

#### PARTICIPATE IN FIELD EXPERIENCES, PRACTICA, INTERNSHIPS

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

In 2011-12 the approval process for registering for internships shifted to the Career Services Office. Students participating in an internship meet with the Director of Career Services and receive a newly-developed Student Internship Handbook. This approval process allows for more continuity in the services provided to students as they pursue internships. 61 internships were registered for academic credit from Summer 2011 through Spring 2012.

#### 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.

In 2010-11, an Honors Steering Committee conducted an internal review of the Honors Program and made recommendations for improvements. As a part of those recommendations, in 2011-12 financial incentives for participation in the Honors Program were developed and implemented. The financial incentives consisted of honors scholarships for students meeting pre-determined criteria.

#### STUDENT ENGAGEMENT

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

A series of President-student social meetings, to be held throughout the year, was launched in 2011-12. Various student groups were selected and scheduled to meet with the President in a social setting for the purpose of sharing information and communicating ideas.

Meetings were organized with: international students, residential students, commuter students, graduate students, accelerated students, student-athletes, the Student Government Association Executive, and students in the STEPS program.

A review of all co-curricular programs was scheduled for 2011-12 but was placed on hold until a future date at the request of the President.

#### 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.

Athletics by the Numbers was developed to document statistical, financial and performance data for Mount Mercy's athletic programs for 2008-2011, and provides data to measure the contributions of the Athletic Department to the University.

Future sport determinations will flow as a result of the acquisition of property or future decisions regarding a campus master plan and potential renovations to Hennessey Recreation Center. Preliminary work is currently underway to determine potential costs for tennis at the request of President Blake.

## 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.

Offices with key recruitment components have been improving data exchange, focusing at this stage of development on information compared to the technology itself. Workgroups like Student Financial Services, Admissions, and Athletics are routinely sharing lists for better communications. For example, the Financial Aid office now sends weekly ISIR and institutional award lists to Admissions and Athletics. This allows the offices to cross-check item completion, and coaches and counselors can prompt prospective students to complete missing paperwork. We continue to work on methods to make these workflows more efficient and to minimize double-entry of data so we may routinely exchange information through reporting tools rather than email exchanges of lists.

A formal communication plan for high school juniors was implemented; an integrated marketing campaign, using variable print brochures, email messages, landing pages, and postcards, starts the process. A set of scheduled actions within PowerCampus now provides a framework for a six-month set of dialogue pieces. All juniors will receive several specific mailings moving them toward application to Mount Mercy.

The Admissions office created a mail flow job system to improve the efficiency of daily mailings, and is creating an in-house document library to more effectively store, exchange, and extend supporting documents for staff development.

Several new printed recruitment pieces have been (and continue to be) developed with Communications & Marketing.

Mount Mercy University successfully completed a partnership agreement with the Iowa College Access Network (ICAN) to sponsor a series of financial aid and college planning presentations across Iowa. The "Financial Aid Night" and "College Planning Night" sessions for the 2012-13 academic year, presented by ICAN representatives, are designed to help families learn more about higher education. MMU is sponsoring events at 14 schools, 10 of which are Catholic high schools.

## 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 budget for 2011-12 provided for a surplus of \$450,000 and current projections indicate that we will meet or exceed that amount while meeting all scheduled obligations.

The Climate Action Plan was submitted to ACUPCC in January 2012. Planning is continuing regarding implementation of the plan and meeting the goals detailed in the CAP.

The majority of the goals for the first year of the three-year Strategic Plan for Institutional Technology (2011-12) have been met including upgrading all core switches, establishing a wireless campus, updating voicemail system, upgrading student Internet (including increased bandwidth) and adding technology to 8 classrooms.

## CONVERT ADMINISTRATIVE SOFTWARE

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

There were no specific objectives established for this goal.

## THEME 3

### Sustainable Institutional Resources

#### Measures of Accountability

February 2012: Financial Aid Literacy Program Launched – Sessions Include Topics of Student Loans, Navigating The Financial Aid Form, Calculating Take Home Pay, and Budgeting Living Expenses

2010-11: Average Debt Load of Graduates: \$24,242. This is \$1,000 Lower than 2010 National Average  
ISU: \$30,062  
U of I: \$27,391  
UNI: \$25,735

Three Year Default Rate for MMU Student Loans Is 2.5%; Nationally Public Schools' Rate was 7.2% and Private Schools' Rate was 4.6%

2011: Recyclemania Challenge Held Over 8-Week Period

Go-Green Thursdays – Encourage Campus to Wear Green

February 2012: Climate Action Plan Submitted

51% of All Regular Employees Made Gifts to the University for FY 2011

39 Companies Made Matching Gifts to MMU, 17 Companies Made In-Kind Gifts to MMU

Alliant Energy Company Partners with MMU on Best Energy Savings Techniques and Technologies in Building of University Center

## THEME 3

### Sustainable Institutional Resources

#### Measures of Accountability

April 2012: MMU Celebrates “Earth Week” Through: Recyclemania Competition; “Ecology Of War”, Speaker Dr. Gary Machlis; Multicultural Fair; “Around The World In 90 Minutes”, Speaker Marty Essen; Spring Clean-Up of Campus

May 2012: Scholarship Day Has Record Participation and Attendance with 84 Student Presenters and Over 500 Attending Panels, Roundtables and Poster Sessions

Payday Lunch-n-Learn Sessions Held Throughout the Year for Employees: 150 Employees Attended

Spring 2012: Financial Literacy Sessions were held. 105 Students Attended

## COMPENSATION PLAN FOR FACULTY AND STAFF

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

Faculty and staff working groups developed recommendations for adding bonus pay to the compensation plan. The president reviewed the recommendations and announced effective 2013-14 the addition of yearly bonus pay for staff members based on the yearly performance review.

Faculty bonus pay will be tied to the existing four year review cycle. Salary floors were reviewed and re-adjusted in accordance with the benchmarked data.

## 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 2011-12 was the development of a formal presidential review process. A comprehensive presidential review was successfully completed in Fall 2011. President Blake was subsequently re-appointed as the University’s President.

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.

Currently we are working on the design for the renovations of the Graduate Center space with OPN and Rinderknecht and Associates. We expect to get possession of the facility in Fall 2012 at which time the renovations can begin. The operational costs of the center have been built into the 2012-13 preliminary budget.

## 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.

In 2011-12, a comprehensive, financial literacy program was developed and implemented with assistance from SIFE students. Three educational sessions were offered and covered the following topics: understanding student loans (1 session) and planning for life after college including estimating paychecks and building a monthly budget (2 sessions). Next year additional sessions and activities will be added.

## UPDATE CAMPUS COMMITTEE STRUCTURE

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

There were no specific objectives established for this goal.

## REGIONAL MARKETING PLAN

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

A new brand marketing plan was outlined for 2011-12 with the goals of brand clarification for the University, creating impactful institution-wide messaging, reinforcing the brand development that had started with the University re-designation in 2010, and extending that work with newly focused imagery and messages drawn from Mount Mercy's core strengths. The "Be valued" campaign articulated a clear and powerful Mount Mercy identity focusing on its people and the experience it promises key audiences. The campaign launched September 2011 to coincide with Homecoming & University Center Launch. Phases I & II focused on undergraduate, adult and graduate recruiting with a tactical emphasis on raising awareness through a stronger media presence, a greater range of TV/cable and radio penetration aimed at traditional undergraduate, transfer, adult, graduate audiences in Cedar Rapids, Waterloo, Davenport, Dubuque and the Quad Cities; and extended outdoor (billboard) advertising with boards rotating into key eastern Iowa and western Illinois target markets. Integration of brand messaging and look into print communications & advertising, online advertising is ongoing.

As a part of the plan, the Office of Communications & Marketing developed a more productive partnership with Admissions Office to create strategic, optimal undergraduate recruiting. This highly productive & collaborative relationship resulted in the development of a recruiting communications sequencing strategy, integration of the "Be valued" institutional brand campaign with a parallel admissions campaign as sub-brand; co-development of new admissions search campaign and full suite of new recruiting publications, and improved communications and efficiency between admissions and C&M offices.

In addition, steps were also taken to enhance marketing for graduate recruiting to fill out the plan. Improved collaboration between the Office of C&M and graduate recruiting team resulted in closer working relationships with external marketing partners at Hawkeye Community College to enhance adult accelerated recruiting; a stronger focus on strategic approaches to recruiting and a new suite of recruiting publications for the graduate programs.

## 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 Office of Communications & Marketing undertook the process of brand clarification for the University with the express goal of creating impactful institution-wide messaging, reinforcing the brand development that had started with the University re-designation in 2010, and extending that work with a newly focused image drawn from Mount Mercy's core strengths. The development and promotion of the new brand promise was an important step in this process, helping to communicate what Mount Mercy promises to deliver to its key constituent audiences: traditional undergraduates, transfer students, adult accelerated and graduate students. A group comprised of key leaders from across campus worked through a collaborative process through which the Brand Promise was created. It was then presented to campus during 9/8/11 General Assembly, published in the form of Brand Promise cards and disseminated across campus and with alumni. Throughout the year, Brand Promise Workshops were conducted with on-campus constituents and alumni to build internal buy-in and inspire evangelists who were given recruiting materials.

## 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 2011-12, efforts were concentrated on expanding Mount Mercy's community outreach with the purpose of building a stronger presence in the community. Ongoing efforts are in progress to integrate community outreach awareness and messaging into current marketing and to ensure community outreach programs aligned with the brand promise and brand campaign. To that end, the Office of Communications & Marketing is undertaking brand measurement research which includes focus groups with key community members to measure the impact of the "Be valued" campaign with resulting data to be presented Spring 2013.

## THEME 4

### Visibility, Marketing and Outreach

#### Measures of Accountability

Brand Promise presented at 9/8/11 General Assembly, distributed to campus, alumni, faculty and staff, regularly broadcast on National Public Radio

"Be valued" brand campaign launched in fall 2011 timed with University Center opening with greater range of radio penetration aimed at traditional undergraduate, transfer, adult, graduate audiences in Cedar Rapids, Waterloo, Davenport, Dubuque and the Quad Cities and extended billboard advertising rotating into key eastern Iowa and western Illinois target markets

Greater TV/Cable presence with Jenna Higgins and David Campbell commercials running through ESPN BCS series and the NCAA Men's Basketball (March Madness) tournament

New communications sequencing strategy co-developed by Communications & Marketing and Admissions leading into development of new suite of admissions recruiting publications to cover 18-20 month funnel

Broader media coverage achieved through extending contacts to Eastern Iowa news outlets such as the Telegraph Herald and the Quad City Times

694 people "like" Mount Mercy Athletics on Facebook

## THEME 4

### Visibility, Marketing and Outreach

#### Measures of Accountability

On Twitter, Mount Mercy athletics (@Go\_Mustangs) has 432 followers

Mount Mercy begins live video streaming athletic events via Stretch Internet, with 46 live sporting events broadcast since October 2011

Mount Mercy University on Facebook: 1,504 fans, up from 889 in 2011

Launch of new Mount Mercy Sustainability Twitter page ([www.twitter.com/greenmmu](http://www.twitter.com/greenmmu)): 358 followers

Expanded reach on videos: 2011 Midwest Collegiate Soccer Tournament highlight video, played 689 times on Mount Mercy Vimeo channel

Flat Catherine's social media campaign debut video highlighted on the Prezi homepage, earning more than 48,472 views

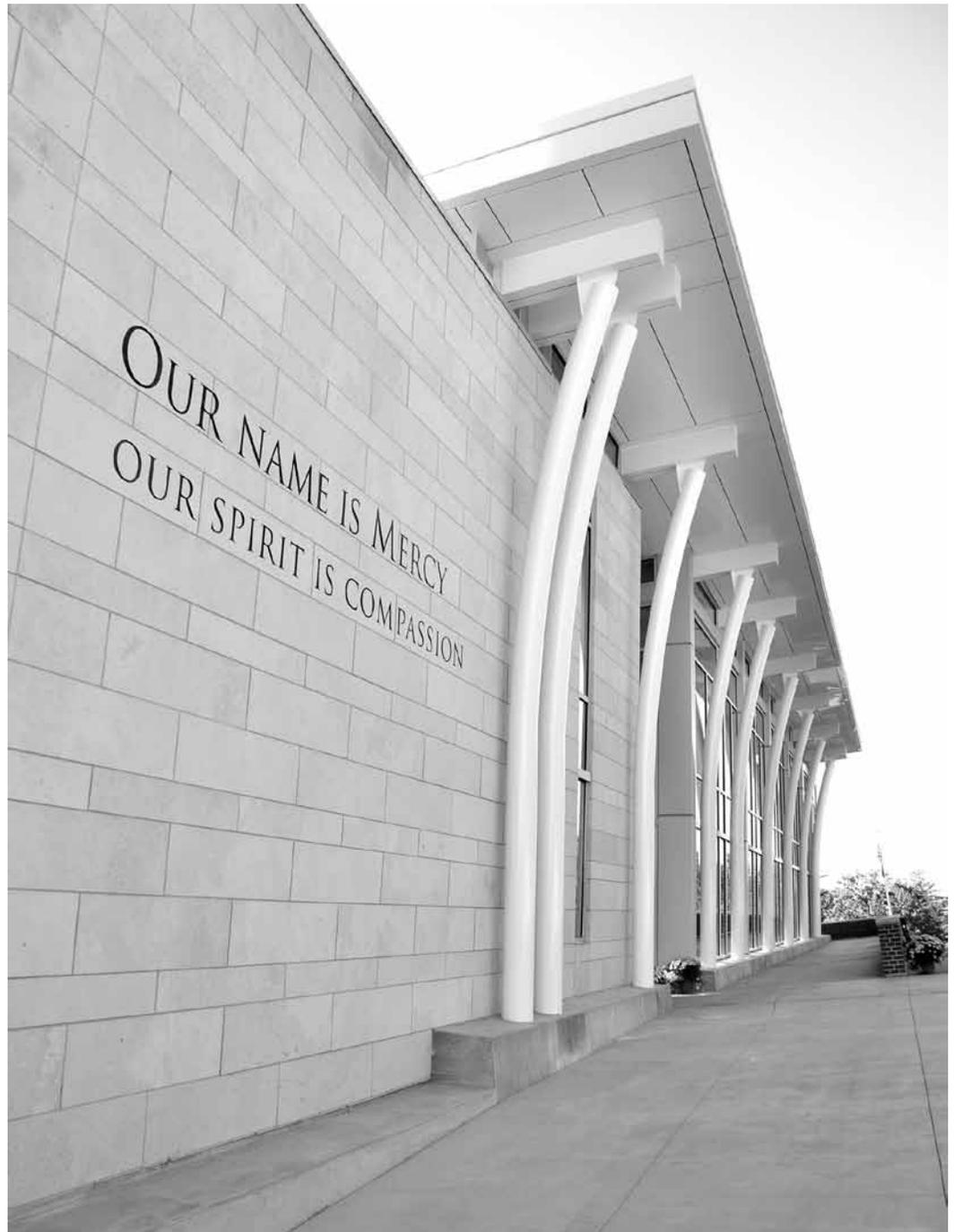
Flat Catherine has traveled to more than 10 countries and more than 26 states

## 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.

An enhanced Media/PR plan was put into development by the AVP and Assistant Director of Communications and is currently exploring a range of promotional strategies, such as scheduled releases, Presidential promotion and deployment of digital news aggregation and tracking services/software. The goal is to increase local and regional coverage of Mount Mercy and integrate news media and public relations with the new brand campaign, which has been the primary driver to increase external visibility (see above). A campus Social Media Group is starting up this summer comprised of key campus directors to develop policy and strategy for expanding MMU's social media presence.

This year, the Office of C&M also initiated a project to interview and collect stronger individual profiles in text, audio and visual formats to build an active bank of individual profiles to be drawn on for admissions and fundraising communications. Strategies are being developed in line with the development of a new brand microsite aimed at capturing and communicating Mount Mercy stories from students, faculty and staff, alumni and community partners.



## CATHOLIC INTELLECTUAL TRADITION

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

Many events throughout the year supported and strengthened our understanding of the Catholic intellectual life and Mercy heritage. Events included: A lunch-n-learn for faculty on how teaching can relate to the mission and vision of the institution; A lunch-n-learn for staff on how daily operations can relate to the mission and vision of the institution; opportunities for reading, conversation and dialogue about the Catholic intellectual tradition; in-class lecture support for portal and capstone classes; faculty, staff and students sharing and reading a book during Lent; and the Mission Integration Committee forming a sub-committee to focus the understanding of the Catholic Intellectual Tradition.

## COMMUNITY SERVICE AND SERVICE LEARNING

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

A tracking system, was implemented to help track the volunteer and service learning hours. Mount Mercy also joined Campus Compact, a national coalition of colleges and universities committed to fulfilling the civic purpose of higher education. In addition, venues were offered for service this year: Students and staff traveled to Joplin, Mo. to assist in recovery efforts; volunteer training workshops, reflection and opportunities were offered during the J-Term break: volunteers traveled to Chicago to assist the Port Ministries for Spring break; and an end of the year trip to New Orleans to help with the continued recovery efforts. The Coordinator of Volunteerism provided support and education for faculty and staff on ways to integrate service learning in the curriculum and their work.

## MERCY TRADITIONS

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

Mercy and Mission week focused on promoting and sharing Mount Mercy's Catholic Identity and Mercy Mission. Sr. Marilyn Lacey, a West Midwest Sister of Mercy, provided the keynote speech on her service and mission in Sub-Sahara Africa for a well-attended Mercy day event. A market research class provided data to the Mission Integration Committee on ways to implement and develop the critical concerns across the campus. Mission and Ministry staff connected with a variety of Mercy and professional organizations by giving presentations at Mercy Volunteer Corps Orientation on Mercy Charism; attending the ACCU conference and the CMHE Mission Ministers meeting; CCMA (Catholic Campus Ministers Associations); NetVUE (Network for Vocation in Undergraduate Education) orientation and planning conference; collaborating with the Mount Mercy community to build positive relationships with local parishes and pastors; and being part of the planning team for the Enrollment and Student Life Staff Development Series. Awakening the Dreamer symposiums were offered for the Campus Community by faculty and staff.

## 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 the spirit of being welcoming, we provide a place and planning for faculty, staff and students to participate in discovery and sharing the role that God plays in one's life. This year Inter-Faith prayer services were held during Mercy and Mission week, an Ecumenical prayer and distribution of ashes was held for the beginning of Lent on Ash Wednesday and the Seder Supper which celebrates the Jewish Passover was offered for the Campus Community. The Mission Integration Committee formed a subcommittee which was tasked to implement opportunities to celebrate and educate others about the many faith traditions in our community and world.

## 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.

In efforts to strengthen Mount Mercy's sacramental, liturgical and pastoral life, a review of the Campus Pastoral Council was conducted to better understand how the council relates to students and other faith organizations on campus. Antioch, a student run Christian experience for students, continues to be offered and well attended during the fall semester. The 24 hour, on campus retreat, "R-U-2-Busy for Me?" was a deeply spiritual and renewing experience for students. A fulltime Campus Minister was hired and started work in April 2012; Father Vu continues to engage with many students in during his 10 hours on campus. The four week Lenten Luncheon series gave faculty, staff and students an opportunity to read and share the book, "Keeping Company with Jesus: Reflection on Gospel Stories" and also experience the process of scribble journaling/prayer. The series of, "CATHOLICISM: A Journey to the Heart of the Faith" by Robert Barron, ran throughout the academic year. A weekly reflection was posted on the Campus Ministry Facebook page. Additionally, more opportunities were offered to provide growth of faith through scripture study, theological reflections and study of Mercy critical concerns.

## THEME 5

### Catholic Identity and Mercy Mission

#### Measures of Accountability

November 2011: "What is Catholicism?" Program Offered by Father Barron Through Campus Ministry

January 2012: Poverty Simulation by Students Held on Campus

January 2012: Mount Mercy Join Campus Compact

April 2012: Spring Break Service Trip to Inner City Chicago – Partner with Port Ministries

Mount Mercy is the #1 Fundraiser for the Movin' for McAuley Fundraiser to Support the Catherine McAuley Center; 29 People Walked for MMU and 6 People Volunteered with Games, \$1,452 was Raised for the Cause

September 2011: Mercy Morning of Service

November 2011: Project America Service Project

October 2011: MBA Speaker Series "Accountability, Pathways to Excellence", Speaker Sr. Mary Jean Ryan

May 2012: "Hit the Pause Button" Prayer Time with/for Students During Finals Implemented

Mount Mercy Students, Faculty, Staff and Alumni Perform 2,843.5 Hours of Volunteer Work for Community



## 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.*



**Be valued.**

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