

We can never say “it is enough.”

Catherine McAuley, Founder of the Sisters of Mercy

SISTERS OF MERCY
UNIVERSITY CENTER

OUR NAME IS MERCY
OUR SPIRIT IS COMPASSION

Strategic Plan Annual Report for
Mount Mercy University
2013-2014



Theme 1.

Working in New Ways to Fulfill Our Mission

Mount Mercy is committed to maintaining and enriching our reputation as a desirable place to work within the community. Through intentional valuing of the whole person, support of professional development, strategic investment in human resources, and a commitment to diversity, Mount Mercy recognizes the importance of its greatest asset: its people.

Theme 2.

Growing Our Presence and Impact

In order to meet our enrollment goals, we will develop new core programs, academic and co-curricular, that will strengthen Mount Mercy's position as a preferred choice in higher education within the region. Strong, self-sustaining academic programs operating in partnership with student life offerings provide the foundation for growth. Innovative programming and a commitment to affordability will contribute to securing our regional presence.

Theme 3.

Building a Strong Campus Community

Mount Mercy believes the physical and technological environments in which we learn and work should enhance communication, engagement and reflection. To that end, Mount Mercy recognizes the need for continued improvement in current facilities, the necessity for physical expansion, and the importance of updating technology used in serving the campus community.

Theme 4.

Preparing Students for Success

We believe education is a continuum. As such, we see higher education as an important phase in that continuum, bridging the educational aspirations of young adults with the world of work and responsible adulthood. At the same time, higher education offers important enrichment opportunities to those who strive to complete their undergraduate or graduate degrees at a later stage in life. Therefore, we will more effectively transition new students into campus life while preparing current students for success through and beyond graduation.

Table of Contents

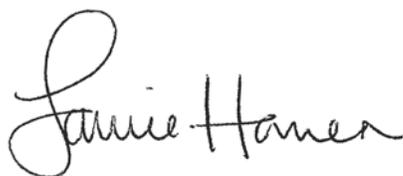
A Message from the President.	2
Theme 1.	3-5
Theme 2	6-9
Theme 3	10-11
Theme 4	12-15
Measures of Accountability	16-20
Key Performance Indicators	21

2013-14 Annual Report of the 2013-2016 Strategic Plan

A Message from the President

The Annual Report of the Strategic Plan showcases Mount Mercy University's successful first year under the 2013-2016 Strategic Plan. The 2013-14 academic year was one of transition and change at Mount Mercy. It was also a year of steadfast execution of strategic initiatives in support of the strategic plan's annual goals. administration, faculty and staff were asked to think in multifaceted ways to accomplish these initiatives. The overwhelmingly positive results are outlined within this report.

Mount Mercy University continues its long-standing commitment to academic excellence and compassionate service. The University also recognizes that each student is unique with diverse needs and goals. In a rapidly changing world of higher education, this Strategic Plan guides our efforts to consider deeply our most precious ideals, seize opportunities, embrace change, and repurpose with intention, to create lasting value for each of its students.



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Laurie Hamen, J.D.
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Theme #1: Working in New Ways to Fulfill Our Mission

Mount Mercy is committed to maintaining and enriching our reputation as a desirable place to work within the community. Through intentional valuing of the whole person, support of professional development, strategic investment in human resources, and a commitment to diversity, Mount Mercy recognizes the importance of its greatest asset: its people.

Goal #1

Support a robust staff development program.

Implementation of professional development programming, in accordance with national standards for excellence in higher education, will help Mount Mercy attract and retain qualified employees.

Mount Mercy has approved a policy for staff employees allowing the employee to use up to three work days for participation in a Mount Mercy sponsored service trip or community service project. Previously, staff were required to use their vacation days for this type of activity.

During the 2013-14 year of the strategic plan, a new employee orientation (NEO) program was developed and implemented. Two NEO training sessions were offered during the year. Additionally, several initiatives, contingent on outside funding, were designed to promote professional development. A grant request for funding was submitted to a local foundation but was unsuccessful, thus the initiatives developed were not able to be implemented.

In early Summer 2014, the University began a search for a new director of human resources. The institution is seeking an individual with expertise in staff development.

Goal #2

Implement an active health and wellness program for all employees.

Develop and implement programming for the physical well-being of our employees in support of our value of the whole person.

During 2013-14, several initiatives were developed and implemented by Recreation and Wellness Programs. One example of innovative programming is the Farmer Dave's Community Supported Agriculture project. Employees were invited to subscribe to this program which delivers fresh produce to campus once a week during the growing season. Other student programming such as a texting and driving simulator with 100+ participants; an Especially for You walk/run with 78 participants; and Blue Zones orientations and training programs (many of which are ongoing) were open for all faculty and staff to participate. A Health and Wellness Fair, consisting of an afternoon filled with demonstrations, visits with vendors, healthy snacks and health and wellness information, was attended by 175+ students, faculty and staff.

In early Summer 2014, the University began a search for a new director of human resources. The institution is seeking an individual with expertise in health and wellness programming.

Goal #3

Foster a community of tolerance and inclusiveness where diversity among faculty, staff and students is supported.

Based on Mercy values of acceptance and hospitality, the Mount Mercy mission and the Catholic intellectual tradition, we will actively work to increase the diversity and the cultural aptitude of faculty, staff and students.

During the 2013-14 academic year the Diversity Steering Committee was developed. The committee spent time reviewing prior recommendations, reports and projects. Support for efforts already underway included the hiring of a specialist in disabilities, additional campus support to students who are veterans, and support for the Multicultural Fair held in spring. The hiring of a disabilities specialist has resulted in a substantial increase in the number of student visits to the Academic Center for Excellence.

Several other activities occurred during the 2013-14 year in support of inclusiveness and diversity. In October 2013, Mount Mercy partnered in the sponsorship of the annual awareness-building event – the 71st NAACP Freedom Fund Banquet; nearly 300 guests were in attendance. Mount Mercy's director of international recruiting and integration participated as a short-term observer for the early presidential elections in Ukraine. The goal was to assist OSCE/ODIHR, an agency that supports governments in developing democratic societies. The annual Multicultural Fair was sponsored by Mount Mercy Mission and Ministry. The Fair showcased cultural artifacts and distinctions of students' native countries; 212 individuals registered for this event. Mount Mercy hosted the Academy for Scholastic and Personal Success (ASPS) during the year. This program encourages minority students to take responsibility for their academic progress.

Dr. Heather Hackman conducted a two-day workshop for faculty and staff on strengthening diversity and promoting equity, including focused sessions for various groups as well as an open session and meetings with key committees. Dr. Hackman will return in Fall 2014, as a part of a campus-wide diversity and equity commitment, conducting training sessions through Mount Mercy's Living Equity and Diversity (LEAD) initiative.*

The program Diversity, Learning and Student Success: Policy, Practice, Privilege, which was held at the Network for Academic Renewal Conference in March 2014, was attended by Mount Mercy staff members.*

The University's chief executive officers, the cabinet, developed a diversity learning and action strategy specifically for the cabinet. This strategy has four components: preparation for training; training; retreat; and the plan. During preparation for training, officers will review the Diversity Task Force report and read three books addressing diversity in higher education. During the Training component, the cabinet members will commit to on-going training activities in diversity and social justice. During the retreat component, the focus will be on conducting a summer retreat for cabinet members to discuss and process the reading and training information and develop work plans that would advance Mount Mercy's social justice and equity focus. The final component, the plan, will ensure the plan incorporates the recommendations of the Diversity Task Force. This phase connects the plan with a timeline for implementation and any fiscal needs, and connects the plan with any future strategic planning processes.

During 2013-14 an increased emphasis was placed on serving students who are veterans. Support was increased to expand and emphasize the services we offer current veteran students and our ability to recruit/serve additional veteran-students. A conference room on the first floor of Warde Hall was

retrofitted with computer stations, comfortable seating, a meeting table, a microwave and a refrigerator to become the Veterans' Lounge. This space, designated solely for use by veteran-students, will serve as a gathering place where veterans can connect, network, and study as well as a place for informational programming pertinent to veteran issues. Additionally, a veteran's web page was constructed offering specific resources available for veteran-students. One point of contact for all prospective veteran-students, a specific admissions counselor, was established as a clear pathway of assistance for veterans seeking information and assistance about applying for admission to Mount Mercy University. Relationships with Kirkwood's Veteran Services office and the Linn County Veterans Affairs office were strengthened through agreements to work together in greater depth moving forward. A grant proposal for additional veterans support resources was drafted and is in the final stages of being submitted to the Aurora Foundation.

The Office of International Programs and Student Services was reorganized into the Office of International Student Recruitment and Integration with the intention of placing greater emphasis on the recruitment and preparation of international students in the future. A priority was placed on strengthening ties to the Kirkwood Community College International Programs office. Several possible future partnership opportunities are already being discussed and a more thorough orientation process is planned to launch in Fall 2014.

A multicultural affairs graduate assistant was added to the Student Services team. The goal of this position is to provide expanded programming for educating students, faculty and staff regarding issues of diversity and inclusiveness, and to develop programs which lead to the increased academic and leadership success of students of color.

In support of our services for diverse learners, a new disability support services position was added. Students with disabilities who have approved accommodations increased from 49 (August 2013) to 81 (May 2014); this is an increase of 40%. Reasons behind this increase include: increased outreach to diverse learners and greater understanding by faculty and students that mental health issues can be considered a disability under the ADA. Of the 81 students served, the distribution of services was as follows: anxiety/depression 43%; learning disability 16%; attention deficit disorder 12%; other 9%; ELL with anxiety 6%; and undisclosed 6%.

*Many of the activities offered to students, faculty and staff, throughout the year are supported and sponsored by a Sisters of Mercy West Midwest Ministry Grant. Mount Mercy has been the beneficiary of this grant each year from the early 1980's. The grant has varied in amount over the years, but for the past three years Mount Mercy has received between \$55,000 and \$56,000 each year. The grant supports activities with outcomes directly related to the University's mission and the Sisters of Mercy.

Theme #2: Growing Our Presence and Impact

In order to meet our enrollment goals, we will develop new core programs, academic and co-curricular, that will strengthen Mount Mercy's position as a preferred choice in higher education within the region. Strong, self-sustaining academic programs operating in partnership with student life offerings provide the foundation for growth. Innovative programming and a commitment to affordability will contribute to securing our regional presence.

Goal #1

Analyze academic offerings to strategically support majors and launch selected new programs.

A strategic analysis of current undergraduate offerings can help determine what majors will provide the most value for prospective students. Addition of new, market-driven majors will help us meet enrollment goals and solidify our presence in the region.

During 2013-14 a new accelerated major, healthcare leadership, was approved. The healthcare leadership program is designed for students who have already earned an Associate of Applied Science in an allied health profession. The existing healthcare administration major will also be available in the accelerated format. Additionally, a new general studies track was added to the existing outdoor conservation major.

A new major of actuarial science was added to the offerings in the traditional program. A new scholarship specifically for actuarial science majors was piloted and promoted through a direct mailing program which targeted all high school seniors in Iowa and the contiguous states who had an interest in this field.

Two existing majors are now newly available in the online program: human resources and business. The RN-BSN program, approved for online implementation, anticipates a potential start in Spring 2015.

In support of enhancing our current articulation agreements and developing new articulation agreements, research was conducted with the National Student Clearinghouse. The research helped identify if previous years' inquiries and applicants to our traditional program subsequently attended colleges other than Mount Mercy. The data returned from the research indicated the majority of the inquiries and applicants attended Kirkwood Community College and Northeast Iowa Community College (NICC). As a result of this data, a direct mail campaign was implemented to communicate with all former prospective students that chose to attend a community college. These prospective students were invited to visit Mount Mercy and apply for admission upon finishing their current program. Additionally, regular recruitment visits to NICC Calmar and NICC Peosta have been implemented along with additional recruitment visits to Kirkwood Community College, to strengthen our relationship with the largest potential feeder programs for new transfer students. As a result of the increased visits to NICC and the letters sent to former applicants, there was an increase in Mount Mercy campus visits. Regular meetings with Kirkwood continue to occur and an increased emphasis on Kirkwood's veteran and international populations has been implemented.

Goal #2

Develop innovative programming to expand our presence in the community.

Developing new master's degree programs, designing corporate training partnerships, offering community-based learning opportunities, and exploring doctoral degrees in practitioner fields are among the options that will help establish Mount Mercy as a leading provider of adult education in the community. Programs of this type will take full advantage of the new CRST International Graduate Center and other campus facilities.

During 2013-14, two new graduate programs were prepared to launch. Classes for the Masters in Strategic Leadership started in Spring 2014 with 29 students being accepted into the program and taking classes. Classes for the Master of Arts in Criminal Justice will begin Fall 2014. The graduate program in education added a teacher leadership emphasis which also begins Fall 2014. Mount Mercy University engaged the community through several activities over the 2013-14 year. Mount Mercy hosted a military brunch in May. During the brunch, the president signed a Statement of Support for the Guard and Reserves; this was a public demonstration of Mount Mercy's support of military personnel. For the third year, Mount Mercy hosted *ExploreU@MMU World of Technology*. This is a week-long summer program for middle-school girls interested in math and computer science. The Director of Campus Ministry at Mount Mercy taught Class XVII in the Archdiocese of Dubuque, at the Covenant Medical Center in Waterloo with 22 participants. Three faculty members of the English department presented their works at NewBo Books.

Mount Mercy is collaborating with Meth-Wick, a Cedar Rapids retirement community, to bring educational programming to their residents. A speaker series was launched in January 2014 and has three faculty members on the schedule through May 2014. The Mount Mercy teacher education program is partnering with Regis Middle School, Center Point-Urbana schools, and the College Community district to implement a Professional Development School Model for teacher preparation.

During the 2013-14 year, the operational guidelines for the CRST International Graduate Center were reviewed and approved. Based on the confirmed operational guidelines and in response to community interest, 16 external events (events open to the public or serving a specific external group) occurred throughout the year. Additionally, 18 graduate information sessions were held and attended by prospective students. Examples of the many external events hosted at the graduate center this past year include: ASTD training, an Iowa Nursing Faculty Development meeting, and a presentation on human trafficking. For a complete listing of each event offered and the number of participants, please refer to the Measures of Accountability section, under Theme 2. To date, there are currently 14 external events scheduled for the upcoming year.

In October 2013, the Gerald and Audrey Olson Marriage and Family Therapy Clinic opened their doors to non-student clients. The clinic is located in the CRST International Graduate Center and offers low-cost mental health counseling services to the public. Faculty in the marriage and family therapy graduate program oversee this clinic and the work of the graduate students as they meet with clients. Since the clinic opened, there has been a concerted effort to promote the clinic through interviews with the local media, producing articles for local publications, and visiting local agencies and providers who would benefit from knowing about the clinic's services. During this past year, on two different dates, the Clinic had a booth at the Cedar Rapids farmers market. Plans for this coming year include a presence (booth) at a Cedar Rapids Kernels game. Services are made more accessible by offering therapy free to veterans and current students at Mount Mercy, as well as forging a relationship with the Community Health Free Clinic. During the past year, 33 student therapists have worked with over 150 individuals and/or families from the area and have provided more than 500 hours of low-cost therapy.

Goal #3

Support new co-curricular activities that encourage planned and purposeful involvement.

Experiential learning opportunities, such as new student clubs and organizations, new performance-based activities, and new service learning experiences will help us attain enrollment goals. Purposeful campus-life experiences help build a strong institutional affinity and lifelong connections to Mount Mercy.

Spring 2014 was a semester of reorganization for the Student Services team. A new position was created, the director of leadership and learning communities, which replaced the previous structure. This position carries the responsibilities of assessment of the leadership and learning community programs. Based on the outcome of this assessment, new programs may be instituted which utilize the Strengths Finder assessment tool offered by the Gallup Organization. This tool helps students identify and strengthen their talents and skills.

Another structural change occurred in the music program at Mount Mercy. A new role was defined through which the Director of Music Activities will focus on building co-curricular music activities, including choir and band, with the goal to increase enrollment and participation of students. Additionally, implementing several programming opportunities in music during the summer has increased the number of top music students, along with a number of area music educators engaging with Mount Mercy through these on-campus programs.

The Enrollment and Student Services division has begun planning efforts centered on identifying and implementing future initiatives to enhance extra-curricular and co-curricular programs to develop a vibrant campus community. The newly reorganized position of Director of Leadership and Learning Communities will enable continued strengthening of our program offerings in these areas. We expect an increase in student participation, which will result in a greater impact on student development outside of the classroom. The Coordinator of Recreation and Wellness was elevated to the Director of Recreation and Wellness. The intramural sports program will now be overseen by the Director of Recreation and Wellness. This will allow a for comprehensive intramural sports program to be part of our overall programming efforts to promote student engagement and wellness. Graduate assistants were added in the areas of student activities, residence life, multicultural affairs, and intramurals to increase staff presence and to assist in the development of additional programs.

A week-long Shakespeare Festival was held on campus with readings, vocal music interludes, voice recitals and films honoring Shakespeare being offered with the intention of helping students better understand Shakespeare's life and culture of the time.

Goal #4

Explore best practices supporting our commitment to accessibility and affordability of education for students from a variety of life situations.

Through such actions as continual review of the efficiency of internal processes, cost-effective operational and environmental solutions, and optimal positioning in the marketplace, Mount Mercy will strive to meet students' need for affordability.

During the first year of the strategic plan, Mount Mercy strived to meet students' need for affordability. A pricing study was conducted with the assistance of a higher education consulting firm, Noel-Levitz. The results of the study revealed prospective students would be impacted more by an increase in scholarship programs than through a tuition or price-reduction strategy. The study has led to changes in scholarship offerings including the announcement of a free-tuition scholarship program – the Catherine McAuley Scholarship. Iowa high school seniors with family incomes of \$45,000 or less would qualify for this scholarship. The scholarship is aligned with Mount Mercy's mission and is meant to bridge the gap some students face between grant amounts and remaining tuition costs resulting in essentially free tuition.

Students living in residence halls for the 2014-15 academic year will have an added benefit of free laundry. During the close of 2013-14 washers and dryers were replaced with brand new, top-of-the-line commercial machines. The free laundry program helps meet students' need for affordability.

The Sustainability Fellowship was funded by the Sisters of Mercy West Midwest Ministry Grant. This position coordinated a mini-grant program which funded sustainability activities on campus and helped work toward increasing staff, student and faculty orientation to sustainability.

The 2013-14 year is on-track to hit discount-rate targets for both new freshmen and new transfers. With the completion of the current recruiting cycle, assessments will be conducted to determine what, if any, changes in the financial aid leveraging model will be needed for next year.

Several articles on financial aid topics, such as student loans, Financial Aid 101, and billing information, were published in the Mount Mercy Times throughout the 2013-14 academic year. Two financial aid information sessions were held discussing topics such as student loans, credit cards, grants, etc.; approximately 25 students attended the sessions.

During the past academic year, the cabinet worked through several budget cuts and a budget reorganization with the goal of maximizing efficiency while still offering robust student academic activities, varied co-curricular activities, and providing continued support of campus life.

The R.J. McElroy Foundation provided funding in support of two faculty-student research collaborations, one in biology (Dr. Ryan Bezy) and one in psychology (Dr. Jennifer Lee).

During the 2013-14 year, President Hamen met with the presidents of Coe College and Cornell College to determine if possible cost saving or efficiencies could be developed. During Fall 2014, the institutions will work toward completing a memo of understanding.

Theme #3: Building a Strong Campus Community

Mount Mercy believes the physical and technological environments in which we learn and work should enhance communication, engagement and reflection. To that end, Mount Mercy recognizes the need for continued improvement in current facilities, the necessity for physical expansion, and the importance of updating technology used in serving the campus community.

Goal #1

Improve information technology capabilities across campus.

We will systematically work to improve the network infrastructure, streamline business processes using technology, and strengthen data management.

Efforts toward this goal during 2013-14 have been substantial. Identification and remediation of issues with the network have occurred. A third-party partner was engaged and has assisted with the implementation of a redundancy link as well as assisting with assessment and remediation of wireless network issues. This year a proactive stance was taken toward purchasing an array of replacement equipment. Supporting this proactive stance, the critical storage needs were addressed and a safety net of alternative storage hardware was put in place. The maintenance and support of the phone system was accomplished through several steps: a review was conducted of maintenance coverage and estimated return to service times; the support contract on the existing phone system was renewed; a secondary backup system was purchased; and service continuity was provided for the VOIP phones.

Maintenance and upgrades for the Data Center were addressed by performing preventative maintenance on all key UPS systems; by identifying all battery issues and undersized units; conducting a review of the UPS plan for alignment with the generator; purchasing a replacement UPS system; purchasing a pair of 10Gb Cisco switches; and investigation options and costs associated with an increase in bandwidth to the graduate center. Additionally, \$36,000 was devoted to the replacement of current XP machines to Windows 7, with Windows 7 now being operational on all machines.

During the 2013-14 year, the Counseling Center and the Health Center made changes in support of the University's continuing HIPPA compliance. Filing cabinets have been secured; the actual file cabinets are locked as well as being placed in a room with a locked door. Archived files have been properly stored as required or properly disposed of when appropriate and student releases are fully HIPPA compliant.

In 2013-14, the Department of Public Safety implemented an online software tool for reporting and tracking incidents on campus. The software supports reporting for the Clery Act's annual Campus Safety and Fire Reports, as well as supporting threat assessment. This software was provided through a grant from the Sisters of Mercy West Midwest Ministry Grant.

Goal #2

Develop the Mount Mercy outdoor athletic complex to support and enhance athletic programming, including the addition of a new athletic program.

The outdoor athletic complex will support our intercollegiate teams, accommodate better practice schedules for student athletes, assist in student retention and recruitment, provide tangible outlets for alumni engagement, improve our ability to mentor young people, and provide opportunities to partner with the community's recreational sports programs.

The physical landscape of the former Terex property and now home of the athletic complex, has seen dramatic change during the 2013-14 year. An ad hoc committee with representatives from Athletics, Enrollment and Student Services, Physical Plant and Information Technology, drafted a comprehensive program statement to guide the design and development of the athletic complex. This program statement is being utilized by the architectural firm of Shive-Hattery in developing the next phase of design plans. An initial list of needs was developed and a pricing analysis for the needs is in progress. A final design of the complex is currently progressing. Asbestos abatement of the property is complete; demolition is still in progress with a majority of the demolition complete; and remediation of any contaminated soil has begun. The Hall-Perrine Foundation committed to a \$4 million dollar matching grant in support of the complex. An additional \$2.6 million has been secured from lead donors. A request was submitted to the Robert W. Plaster Foundation; details regarding the grant are in the process of being finalized. The Office of Development and Alumni Relations established naming opportunities and informational brochures/packets designed for face-to-face major gift solicitations. These visits have secured 16 businesses/foundations and 45 individual donors for the complex.

The Communications and Marketing Office provided support for the Home Field Advantage (HFA) campaign through assistance with the development of the logo for HFA, drafting content for a brochure, overseeing production of an HFA video, and creation of an HFA website. KGAN anchor Tiffany O'Donnell conducted an interview with President Hamen in support of the sports complex and 10 to 15 direct social media pushes (Facebook, Twitter, etc.) were made to direct people's attention to the HFA sports complex.

Goal #3

Renovate chemistry laboratories to strengthen pre-professional programming.

Updated lab space will increase the scope and quality of hands-on research and experimentation, and provide for a safe and technologically current environment for learning.

The 2013-14 year was a year of re-grouping for the Chemistry Lab Renovation Project. Because a substantial amount of time had passed since the initial design and cost specifications were drawn up, a review of the design was conducted. Preliminary data-gathering in support of current needs along with rationale for those needs has also occurred over the past year. To date, approximately \$276,000 has been secured in support of this project.

Title III Funding (as well as other possible grants) is being monitored for possible support of the chemistry lab renovation. An application is planned once the grant submission period is re-opened.

Theme #4: Preparing Students for Success

We believe education is a continuum. As such, we see higher education as an important phase in that continuum, bridging the educational aspirations of young adults with the world of work and responsible adulthood. At the same time, higher education offers important enrichment opportunities to those who strive to complete their undergraduate or graduate degrees at a later stage in life. Therefore, we will more effectively transition new students into campus life while preparing current students for success through and beyond graduation.

Goal #1

Expand transition programs to provide increased support to new students, particularly in traditional or adult undergraduate programs.

Helping students develop early, meaningful connections with peers, faculty, and staff will help ensure their transition to Mount Mercy is successful. Robust transition programs also contribute to retention and success by prompting new students to understand the Mercy values, our mission, and the supportive services available to them.

During the 2013-14 academic year, various academic departments offered welcome activities in an effort to help transfer students better connect with the University. Some of the welcome events included: an orientation of new business students with faculty, clubs, and student organizations; a new student orientation lunch was held for new business students; the Career Services Office encouraged students to meet and discuss career planning, selecting a major, and resumé building; the education department held welcome sessions for new teacher education transfer students; a brown bag lunch in September helped new teacher education students meet continuing students; the library staff met all new freshmen during orientation week through library tours and demonstrations of MyCampus; library staff traveled to the graduate center every night of the first week of classes to welcome students with sustainability water bottles and bookmarks; the Library launched the “Ask a Librarian” campaign to encourage students to use the library; the masters in nursing program held a one-day orientation for new MSN students; the MSN faculty sent personal emails to students to invite them to activities; and MSN classes provided a short time at the beginning of the first class for new students to introduce themselves and mix with continuing students.

In the fall of 2014, with funds allocated from the Sisters of Mercy West Midwest Ministry Grant, Student Services will pilot a 10-month coordinator for student success position. The position’s role will be the implementation of a college success program along with the individual mentoring of the freshman recipients of the Catherine McAuley Scholarship. Additionally, this position will provide outreach and programming for other underserved transfer student populations with the overall objective of improving retention and graduation rates for these students.

In the traditional program, individual faculty advisors reached out to new transfer students. More experiences and activities will be considered by departments for the upcoming academic year, and outreach to new students from the Academic Center and Retention Director will continue.

A full two-day orientation program was provided to international students which covered topics such as F-1 Visa rules as well as cultural issues and differences. Additionally, each student was provided a Cedar Rapids guide, bus schedule, map of the Mount Mercy area and study tips. Materials related to

international students were placed on the International Students MyCampus Group for easy access. The materials included an international student orientation handbook, information on applying for a Social Security number, etc.

Student Services received a sustainability mini-grant which provided a \$10 gift card to students who rode bicycles to the New Bo City Market or who took part in a special program acquainting them with using the city bus system. Further work on a transportation program of this type is continuing in conjunction with diversity initiatives.*

This year resulted in an increased awareness of the need to refer students into the early alert program. Referrals were submitted through email, phone, face-to-face visits and a website designed to capture information. The Academic Center for Excellence received approximately 153 early alerts this past year; 24 submitted through the on-line form and the remaining alerts submitted by phone, email, or in person.

There were 107 students enrolled in the Fall 2013 section of Biology I and all were required to attend a series of weekly study group sessions the first ten weeks of class, held in the Academic Center for Excellence; additionally study group sessions were also held for some chemistry courses.

The International Program Office changed to the Office of International Student Recruitment and Integration and will allow for continued priority and improved programming to ensure successful integration of students from other cultures into the Mount Mercy community.

New data collection tools have been added to collect data in support of retention and persistence. Both accelerated and graduate student exits are being tracked and monitored. The Academic Center and Retention Director is now analyzing data on committee admitted students. Indicators such as attempted credit hours versus completed credit hours are now being tracked and analyzed.

Goal #2

For majors and programs, increase the richness and variety of service learning and other experiential learning opportunities provided.

In keeping with our Mercy values, development of rich, diverse experiential and service learning opportunities supports long-term community partnerships, civic engagement, and our mission to serve the common good.

Mount Mercy offers its students the opportunity for hands-on experiential learning through several modes: portal courses, capstone courses, out-of-classroom experiences, internships, field work, and participation in clubs or organizations. Portal courses offer incoming students a chance to build a sense of community and foster an attitude of service through service project opportunities; in 2013-14, 227 students participated in portal courses. The capstone courses are intended to be a culmination experience for the student and an opportunity to examine one of the Mercy critical concerns through active participation in a capstone project; in 2013-14, 238 students participated in Capstone courses. Out-of-classroom experiences range from immersion trips to workshops and training sessions. During the 2013-14, 238 students participated in capstone projects. Many students gain hands-on learning through field experiences associated with specific courses; in 2013-14, 286 teacher education students participated in field experiences. Students participate in both internships and field practicums for earned credit; in 2013-14, 77 students received credit for internships. Every year, each club or organization on campus is required to organize a service experience; there are approximately 35 active clubs and organizations.

The 2013-14 year offered students, faculty and staff a wide variety of rich experiential learning opportunities through partnerships, immersion experiences, and service projects. Over 177 clock hours, from students in two capstone courses, resulted in the creation of a marketing plan for the 25th anniversary celebration of *Movin' for McAuley*. Mount Mercy hosted the *Move 25* *kick-off event with students helping to plan and promote the event; 24 people walked 600 miles as a part of the event. An immersion trip was taken to South Dakota.* While there, students worked with St. Joseph's Indian School and Lakota Akta Museum. A service trip to the Misericordia Home in Chicago, IL, allowed students to work directly with clients in a bakery, laundry service, coffee roasting service and an art room.

Both undergraduate and graduate student groups served in Punta Gorda, Belize over the winter term.* Faculty, students and staff worked 760 hours on a farm and at an elementary school building a concrete floor and assisting with after school programs. An alternative spring break trip to New Orleans, LA, resulted in 220 hours of service painting a home, assisting with preparations for a benefit event, tutoring children, landscaping and readying a performance space for a play to be held. The Enactus club held a K-6 book drive to help supply a new library being built at San Pedro Columbia School in Belize.

The portal class on *Water: A Shared Responsibility* conducted a fund raiser for Burundi, Africa. Through the fundraising effort, nearly \$1,300 was donated to an African village to help provide clean drinking water.

Good Sports Day, as a part of the Arthur/Erskine Partnership, served 120 third grade students through 138 hours of volunteer service. Fourth Grade Visit Days, also a part of the Arthur/Erskine Partnership, hosted 135 fourth graders and provided 80 hours of service.

The Spanish Club, along with the Diversity Task Force, residence life staff, and the Office of Volunteerism and Service Learning planned a culture shock event with students working to provide an experience of what it is like to be in a culture which doesn't speak their language.

The Office of Volunteerism and Service Learning reports 351 students, 25 faculty, and 22 staff members volunteered this past year to serve 40 community agencies. A total of 10,350 volunteer hours were logged during the year, equating to \$216,625 worth of service. The outcomes of the volunteer and service hours included 83% of the students who were involved stating they considered the projects to be valuable educational opportunities and 78% of the volunteers were able to identify how their service addressed at least one of the Sisters of Mercy critical concerns of advocate for justice, earth, immigration/migration, nonviolence, poverty, racism and women's rights.

Goal #3

Encourage student-centered pedagogies geared toward today's learners.

Commitment to improvement in teaching and learning is essential to achieving the University's mission and goals. Strategies will be developed to encourage and support adopters of innovative teaching approaches, helping them share their techniques and results.

The 2013-14 academic year resulted in several opportunities for faculty to both engage in and share innovative teaching approaches. In addition to other workshops, a training session was held on the IDEA tool for student evaluation of teaching. While IDEA results at Mount Mercy remain above national averages, they are also used to identify opportunities for ongoing improvement in teaching and curriculum.

Faculty summary reports submitted in June 2014 will help portray effective teaching approaches used throughout the past year. A question and answer session was held in April which generated ideas for next year's faculty development activities. More peer sharing discussions, teaching-focused workshops,

and plans to engage part-time faculty are all on the upcoming year's agenda. As part of a regular rotation in faculty positions of this type, a new faculty development director has been appointed to coordinate these activities.

Over the course of the past year, nine faculty development workshops were offered with an average attendance of 17. Topics covered included: assessment tool and techniques, what research tells us about student growth, experiential learning, grant development, advising, and helping students take responsibility for their own learning. A Feld Chair presentation on Mount Mercy's history had 25 participants.

Faculty presented their work at 31 professional conferences through our faculty development program. Six faculty members presented their scholarship internationally, five presented in Iowa locations, and 20 presented at locations throughout the United States.

Goal #4

Develop "life after college" programming for students to help them plan for a successful future.

Programming will be developed to engage students in 'high impact' practices and support their career decision making and planning. Intentional, systematic preparation for 'life after college' will help articulate the value of their education, including knowledge and skills they have gained both inside and outside the classroom.

In April 2014 the Division of Mission and Ministry, Office of Recreation and Wellness, and the Career Services Office worked together to offer a senior retreat. Senior students were able to take part in projects addressing their personal goals, spiritual and career development, and interview skills. Students were also engaged with the Habitat for Humanity ReStore. Students and staff took part in a Taize service, with spiritual reflection, to end the retreat. Participants in the senior retreat were encouraged to participate in the Life After Graduation event.

Life After Graduation, a day-long event, was offered to all students graduating during the year. Students registered for sessions occurring throughout the day, such as professional networking, job interviewing or understanding retirement needs. The alumni office partnered with TaxACT to bring resources, instructors and alumni together to help this year's graduates plan and prepare for a successful future. Nearly 100 graduates attended the event.

Throughout the year, faculty advisors and the Career Services Director encouraged students to participate in internships and other experiential learning opportunities to help support the students' career goals; 77 internships were completed for credit this past year.

The Undergraduate Research Coordinator worked on the development of more student-faculty research collaborations. The Scholarship Festival 2014 showcased exemplary research projects, creative writing works and student-faculty collaborations. There were 50 student presentations during the Festival.

Plans are being undertaken for an alumni-student early mentoring program with the intention of promoting this new program through portal classes.

Theme 1

Measures of Accountability

Mount Mercy supported National Bike Month with a bike to campus week.

Multicultural Fair, sponsored by Mount Mercy's Division of Mission and Ministry, was held showcasing cultural artifacts and distinctions of students' native countries. 212 individuals registered for the event plus 40 additional non-registrants.

Dr. Heather Hackman presented to faculty and staff on strengthening of diversity and inclusion on campus in two sessions sponsored by the Diversity Steering Committee. *

A Faculty Forum was offered on Strangers in a Strange Land: Migration in the Megalithic Cultures of Late Prehistoric Iberia and was attended by approximately 70 people.

Social Work Reads sponsored Zach Wahls, author of *My Two Moms: Lessons in Love, Strength and What Makes a Family*. This event was attended by over 130 people.

The Holocaust Survivor Series speaker was Cesare Frustaci, who was held in a detention camp in Hungary. The event was attended by over 340 people.

Mount Mercy sponsored a Health and Wellness Fair with an afternoon of demonstrations, visits with vendors, healthy snacks and information on health and wellness. The event was attended by over 175 people.

MMU Connections Speaker Series presented Dr. Hannah Marsh and *Race and Biology: Why Do People Look Different and What Does That Mean?* The event was attended by over 100 people.

The Farmer Dave project was implemented, allowing employees to take part in the delivery to Campus of fresh produce during the growing season for a reasonable fee. The produce was grown locally.

Mount Mercy's Department of Public Safety re-purposed an empty structure and created the official command center for crisis situations.

A patrol vehicle has been added to the public safety department to provide security for the main campus, the Graduate Center and the new athletic fields.

Mount Mercy's Department of Public Safety was moved to a more visible and more accessible location on campus.

Country of the Month Club was held each month (Sept-May) at evening meal time with students being able to enjoy the tastes and specialties from the home countries of MMU international students.

Theme 2

Measures of Accountability

Mount Mercy supported the GST Military Family Coupon Project which provides usable coupons to military families who are overseas.

Mount Mercy's Division of Mission and Ministry sponsored a Fasting for Families soup supper.

Mount Mercy's campus community participated in Nike's Reuse-A-Shoe Program by contributing old athletic shoes to be recycled into sports pavement.*

Mount Mercy sponsored a presentation on human trafficking at the graduate center. The event was attended by 65 people.*

The Enactus club held a K-6 book drive to help supply a new library being built at San Pedro Columbia School in Belize.

A Grotto May Day Celebration was held at the grotto on campus and was attended by over 30 people.

A week-long Shakespeare Festival was held on campus with readings, vocal music interludes, voice recitals and films honoring Shakespeare.

A fifth graduate program was added in Spring 2014 – Masters of Strategic Leadership with classes being offered evenings and weekends to accommodate working professionals.

The master of arts in criminal justice program was approved with classes slated to start Fall 2014.

The Master of Arts in Education added a new emphasis area – teacher leadership. Classes are slated to start Fall 2014.

Two new programs for accelerated students: healthcare administration and healthcare leadership were added and will start Fall 2014.

The R.J. McElroy Foundation has approved funding in support of two faculty-student research collaborations, one in biology and one in psychology.

During 2014 Lenten season, the Division of Mission and Ministry offered three lunch and learn sessions to discuss, *Mercy in the City: How to Feed the Hungry, Give Drink to the Thirsty, Visit the Imprisoned, and Keep Your Day Job*, by Kerry Weber with 25 faculty and staff attending.

Two financial aid information sessions were held discussing student loans, grants, credit cards, etc., with approximately 25 students in attendance.

The Mount Mercy Handbell Choir performed at the 2013 Cedar Memorial Christmas Concert.*

Mount Mercy supports the Employer Support of the Guard and Reserves Program (ESGR) supporting veterans returning from active duty as part of the National Guard.

St. Luke's Donor Visit – 15 guests
Dedication of the CRST Graduate Center Building and Presidential Lecture Series – 210 guests
National Council on Youth Leadership - 200+ guests (high school students)
Homecoming – Alumni Awards Luncheon – 130 guests (alumni and others)
Rotary Breakout Luncheon – 13 guests
IAMFT Board Meeting (October) – 25 guests
IFS Workshop – 45 guests
Electronic Engineering Meeting – 20 guests
IAMFT Board Meeting (January) – 25 guests
Human Trafficking Awareness Presentation – 40 guests
NLN ACES Nursing Faculty Development Program – 75 guests
Corridor HR Advisory Council – 70 guests
MAEd Poster Presentations – 40 guests
Center of Influence Event – 40 guests
ASTD Event – 75 guests
Women's Start-Up Boot Camp – 13 guests

Theme 3

Measures of Accountability

Asbestos abatement at the new athletic complex grounds was completed this past year.

A substantial amount of the necessary demolition has occurred.

A program statement was created and a list of project needs provided the basis for this statement.

At the end of May 2014, a total of \$6.6 million had been raised toward the athletic complex project.

At the end of May 2014, a total of \$276,000 had been raised toward the Chemistry Lab Renovation Project.

Equipment needed to implement a redundancy link for our network was purchased.

All XP machines have been upgraded to Windows 7 and now Windows 7 is operational on all machines.

In support of the new sports complex, KGAN new anchor Tiffany O'Donnell conducted an interview with President Hamen.

Eight stories, reported through the local media, regarding the HFA sports complex, helped support development efforts during 2013-14.

Ten to fifteen direct social media pushes were made, primarily through Twitter and Facebook, and several indirect pushes were done to direct people's attention to the FHA sports complex.

Theme 4

Measures of Accountability

Scholarship Festival 2014 showcased exemplary research projects, creative writing works and student-faculty collaborations. There were 50 student presentations.

Mount Mercy alumni office sponsored Life After Graduation for graduation candidates. The event offered candidates information on financial planning, dinner etiquette, tax filing, interviewing and more. It involved 100 students, 30 alumni and 20 faculty/staff/friends.

Mount Mercy's Division of Mission and Ministry and the philosophy and religious studies departments co-sponsored the event: Love, Marriage and Family from Faith Based Perspectives. Panelists were pastors, leaders and congregates of local churches, mosques and temples; 32 people attended the event.

Mount Mercy Office of Volunteerism and Service Learning sponsored a project in support of United Way's Day of Caring service project. Over 30 students made literacy kits for HACAP Head Start.*

A Volunteer Agency Meet-and-Greet Week was held with 14 community partners spending time on campus sharing their volunteer needs.

A Martin Luther King Day of Service project resulted in 30 volunteers making 56 blankets for new moms.

The Office of Volunteerism and Service Learning reports 10,350 hours were spent volunteering by students, faculty and staff. The hours equate to \$216,625 worth of service for 2013-14.*

The Office of Volunteerism and Service Learning reports 351 students, 25 faculty and 22 staff members volunteered to serve 40 community agencies in 2013-14.

The Office of Volunteerism and Service Learning reports 83% of students involved in service learning projects considered the projects to be valuable educational opportunities.

The Office of Volunteerism and Service Learning reports 78% of volunteers could identify how their service addressed at least one of the Sisters of Mercy Critical Concerns.

Good Sports Day served 120 third grade students as a part of the Arthur/Erskine Partnership with 69 Mount Mercy volunteers providing 138 hours of service.

Fourth Grade Visit Days served 135 fourth grade students as a part of the Arthur/Erskine Partnership with 28 Mount Mercy volunteers providing 80 hours of service.

Three newsletters were created for faculty during the academic year from the Office of Volunteerism and Service Learning. The newsletters focused on service opportunities for courses.

Ten various portal and capstone courses utilized presentations from the Office of Volunteerism and Service Learning on the topic of "Why Serve?"

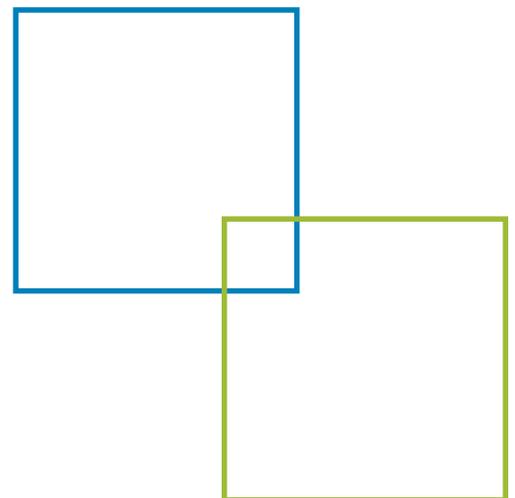
An IDEA (faculty evaluation tool) training session was held for faculty with approximately 18 faculty members attending.

A collaborative workshop on the use of assessment data to help convey the value of a Mount Mercy education was attended by approximately 30 faculty.

During fall break the event, Dinner at New Bo Market, was held with 38 participants.*

Several events for international students were held over the holiday breaks which included: grocery store trips, Zio Johnno's was brought to campus, Black Friday shopping trip, also a trip to Wehrenberg Theatre, vans to Aldi's and Wal-Mart, free bus passes, Boxing Day lunch, dinner with faculty, transportation to Hy-Vee, morning at the YMCA, and Taste of India lunch. Approximately 66 students took advantage of this intentional programming for international students.

** Projects or events funded through a grant from the Sisters of Mercy West Midwest Ministry Grant administered through the Division of Mission and Ministry.*



Health of the University: Key Performance Indicators

Our Future

Key Performance Indicators (KPI's) can provide a quick snapshot of critical areas of the emerging University. Since rarely does a single measure convey the status of the institution, multiple KPI's have been selected to help provide a more holistic view of Mount Mercy. This document contains current measures and aspirational outcomes. These targets provide potential and likely outcomes to our strategic plan. Like all plans and anticipated outcomes, these may be subject to refinement and revision as the plan is implemented.

Aspirational Markers

	Fall 2013/ End FY2014	Fall 2016
Freshmen retention rate (freshman to sophomore)	82.3%	84%
Freshmen graduation rate (6 year)	71.5%	74%
Traditional transfer student retention rate	74.7%	77%
Traditional transfer student graduation rate (3 year)	46.4%	60%
Percent of students employed (FT) or in graduate school 9 months after graduation	88.9%	90%
Number of classes that offer service learning opportunities (those that responded)	28	40
Number of out-of-classroom service learning opportunities	19	25
Percent of graduates (traditional program) who reported participating in service learning	86%	85%
Enrollment goals – total headcount	1761	1830
Total annual semester hours accelerated/online programs	8120	8110
Total annual semester hours graduate programs	5257	5500
Unity Campaign total	\$29,448,389	\$33,000,000
Staff development participation rate	N/A	65%
Full-time faculty and staff turnover rate	13.1%	11%
Percentage of occupancy of residential housing	82%	89%
Residential student headcount	389	425
Net tuition dependency	80%	75%
Tuition discount rate – overall	42%	36%
Percent of faculty with terminal degrees	65.1%	67%
Total number of varsity sports programs offered	15	16
Freshmen cohort headcount	154	175
Student Athletes – unduplicated	295	315
Number of programs or events held at CRST International Graduate Center	5	12
Average student indebtedness upon graduation	\$27,510	\$26,000
Level of endowment	\$26,400,236 *	\$24,600,000

**subject to change pending final audit*



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