

We can never say “it is enough.”

Catherine McAuley, Founder of the Sisters of Mercy



Strategic Plan Annual Report for
Mount Mercy University

2014-2015



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.

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2014-15 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 second year under the 2013-2016 Strategic Plan. Much of the work during the 2014-15 academic year was focused on looking within and sharing our unique story with outside audiences. We strove to find new ways to fulfill our mission, worked to position ourselves as the preferred choice among college and universities within the region, continued to build a strong campus community, and remained focused on our students first.

The University undertook the strategic planning process with a keen eye to our long-standing commitment to academic excellence and compassionate service. In the rapidly changing world of higher education, this Strategic Plan guides our efforts moving forward. It allows us to consider deeply our most precious ideals, embrace change, and seize opportunities with the ultimate goal of creating lasting, life-long, educational value for each student.



Laurie Hamen, J.D.



Laurie Hamen

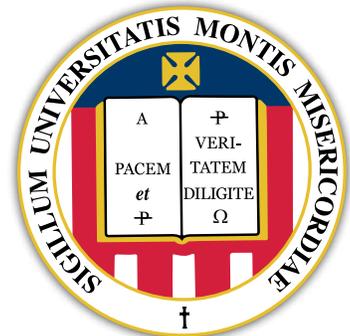
President

Mount Mercy University
Cedar Rapids, Iowa 52402

319-368-6464

president@mtmercy.edu

www.mtmercy.edu



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.

During 2014-15, Mount Mercy hired a new Director of Human Resources. Human Resources conducted six new employee orientation sessions over the year with a total of 34 staff members attending. At the new employee orientation sessions, President Hamen provided an overview of the LEAD initiative.

The Staff Committee held regular meetings throughout the year with several accomplishments: hosted the employee recognition picnic where 60 employees were recognized for their service to Mount Mercy and over 100 employees attended; assisted with filling committee openings resulting in a full slate of committee members; was a co-sponsor of the Title IX training materials which will be launched Fall of 2015; and co-sponsored two LEAD (Living Equity and Diversity) training events over the Summer of 2015. The Staff Committee sent out a personal and professional development survey in May and used the results of the survey to create a development brochure for use in Fall of 2015.

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 the 2014-15 year, Mount Mercy worked to convert the campus to a bike-friendly space. In November, Mount Mercy received an honorable mention in the Bicycle Friendly University category from the League of American Bicyclists—being one of the two Iowa universities to be recognized. Through a sustainability grant*, a bike rack* was purchased, bike safety information events were offered and students, faculty and staff participated in the Bike to Work week and Bike to Lunch program. A new student Bike Club was formed and supported by the purchase of seven bikes*. The bikes, along with helmets and bike locks are available for checkout through the Lundy Fitness Center.

Sixteen Mount Mercy participants took part in the Live Healthy Iowa 10 Week Wellness Challenge. The Challenge was a simple and affordable opportunity for participants to improve their health through tracking activity minutes and tracking their weight loss.

In October, Mount Mercy participated in the Healthiest State Initiative through participation in the Healthiest State Walk. There were 44 participants who walked three laps around the green space in the center of campus.

The Human Resource Office at Mount Mercy offered all employees a chance for input through the Employee Wellness Survey offered in February; 136 employees responded. Employees offered thoughts and ideas on how MMU can provide programming and outreach to best serve their wellness needs. The Lundy Fitness Center offered Yoga, Total Body Blast, Zumba, Boot Camp, and Karate classes free to students and employees throughout the year. The Public Safety Office shared with the campus community a list of Winter Driving Tips in an effort to prepare employees for the coming winter season.

Mount Mercy hosted one of the six Purpose Workshops offered to the public through the Blue Zones Project. The event was held at the CRST Graduate Center. The annual Health and Wellness Fair was held in April; 200 plus individuals attended the Fair to learn about health and wellness resources available in the area. There were around 25 local vendors promoting their businesses at the Fair including counselors, support services, chiropractors, massage therapists, dentists, optometrists, chefs, dietitians and more.

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

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.

September 21 was the International Day of Peace and marked the beginning of Mercy and Mission Week at Mount Mercy, a week of activities* designed to help students connect what they learn in the classroom to the critical concerns of the Sisters of Mercy (immigration, nonviolence, women and environmental issues). The day was observed with prayer around the Peace Pole located in the University Plaza with 30 participating. The day continued with an employee picnic and wrapped up with an evening service in the Chapel. Several activities occurred through the week including missioning of employees; a walking tour of Mercy throughout the campus; the dedication of the Sisters of Mercy University Center and Rohde Family Plaza; the installation of bronze sculptures of Catherine McAuley and Francis Warde; Mercy Day speaker Kerry Weber; a Mercy Peace Walk and Prayer; a mass and blessing in the Grotto; a Lunch and Learn with Brian Terrell of the Catholic Worker Farm presenting on nonviolence; blessing of the Veteran's Lounge and a Mercy Day of Service.

Mount Mercy honored the Sisters of Mercy this year by rededicating the University Center to the Sisters of Mercy of the Americas West Midwest Community. In honor of the Sisters' longstanding support and contributions, the Center will be named, "Sisters of Mercy University Center".

Sister Karen Schneider, a Sister of Mercy who serves both as a physician and assistant professor of pediatric emergency medicine at John's Hopkins University, was selected as the Keynote Speaker for the 2015 Commencement Ceremony. Sister Karen joined Sister Marianne Comfert, who is the Education coordinator for the Justice Team for the Sisters of Mercy of the Americas, in providing faculty and student presentations on the following topics: So What Really is Sustainability; Creating a Climate for Solidarity; Campaign Non-Violence; Immigration Reform; The Impact of Healthcare Reform; Do Corporations Really Rule the World; Israel-Palestine: What is the Conflict All About?; Do We Have the Best Government Money Can Buy? and The 99 Percent and the One Percent: How Did We Get Here? The Sisters presented material to nineteen different classes over the course of four days.

In September, wrapping up Mercy and Mission Week, Mount Mercy inaugurated Laurie M. Hamen, J. D., as its ninth president. Inauguration events included a blessing and Mass in the Chapel of Mercy, followed by a luncheon. The day continued with the inauguration ceremony which included Mount Mercy faculty, students, staff, and trustees. Also attending were representatives from the Archdiocese of Dubuque, the Sisters of Mercy, and many local community leaders. A celebration followed the ceremony on the Rohde Family Plaza outside the Sisters of Mercy University Center.

To commemorate the Inauguration of President Laurie M. Hamen, the University partnered with Habitat for Humanity to build the Mercy House for a family in Cedar Rapids. The house building project was planned to take place over the entire year.

In September, Mount Mercy was visited by Peter Sis, artist, author, and film maker. His work was on exhibit at the National Czech & Slovak Museum. Sis was available for a book signing. In October, visiting writer and the Doerge Race and Gender Speaker Frank X. Walker, spoke to 100 faculty, students and staff at a Q&A session and his Reading was attended by 85 campus and community members. Walker is the first African American Poet Laureate of Kentucky.

In November, the Criminal Justice Program and the Criminal Justice Club co-sponsored with the Social Work Program and the Social Work Club, a panel discussion, "Roll of the Dice" Diversity and Community: A Special Look at Criminal Justice. Facilitators from the Cedar Rapids Civil Rights Commission led the exercise as participants used the hands-on simulation to better understand diversity. The event was free and open to the public; 90 individuals participated in the exercise.

The Inter-Religious Council of Linn County and Campus Ministry sponsored a presentation called "Within the Traditions: What Makes Us Different". The event was held on campus and open to the public with 25 people in attendance.

In Fall 2014, the Association of Catholic Colleges and Universities and Catholic Relief Services, awarded just four member institutions grants to facilitate creative projects that advance Catholic Mission through global solidarity. Mount Mercy was awarded one of these grants which led to the creation of "Standing in Solidarity with Migrants." The Campus Community engaged in educational opportunities on immigration issues.

Mount Mercy's LEAD (Living Equity and Diversity) program hosted African American community leaders from Johnson Country for a professional panel – Black Women Symposium*. The panel included local professionals such as doctors, engineers, social workers, business owners, sorority advisors, residence life directors, community advocates and diversity trainers. A Q&A session and conversation took place with 40 individuals in attendance.

Faculty member Dr. Joy Ochs, Professor of English at Mount Mercy and Fellow with the National Endowment for the Humanities (2013) and the Mellon Foundation (2014), shared her first-hand experience with India's history of art, literature and philosophy through her presentation, India's Past and Present: Religion, Globalization, and the Environment in the 21st Century. Over 50 individuals attended the multi-media presentation on India's rich culture and Och's experiences in India's rural and urban environments.

In February, the Inter-Religious Council of Linn County and Mount Mercy Mission and Ministry co-sponsored the Life, Teachings, and Legacy of the Buddha. This was a four-session, short course that examined the basic beliefs and practices of Buddhism as well as how Buddha's teachings are viewed by people of other faiths. There was no fee for Mount Mercy students or employees to attend; 20 individuals participated in the sessions.

Sister Kathleen Erickson gave a presentation on February 23rd. For eighteen years she helped with a center for immigrant women and continues to work on social justice issues with the Sisters of Mercy.

Multicultural Affairs and the LGBTQ Alliance co-sponsored a moving showing of For Colored Girls. The film is an American drama which depicts the interconnected lives of nine women, exploring their lives and struggles as women of color.

Global Issues Speaker Series presented Ali Abunimah and a presentation on his recent book, The Battle for Justice in Palestine. His talk covered the present situation in Palestine and Israel and the surrounding regions, political trends among these groups, and the global movement of boycotts and sanctions. The event was attended by 60 people.

In April, the Mount Mercy community was informed of the appointment of Rev. Anthony Adawu as resident chaplain. Known as Father Tony, he is the first full-time chaplain the university has had in nearly six years. In addition to his pastoral presence on campus, he serves as the liaison to local Catholic parishes and schools. He may also teach at Mount Mercy as an adjunct instructor. He began his role in August of 2015.

In April, President Hamen announced to the university community the appointment of Sr. Shari Sutherland, Executive Director for Mission and Ministry, to the Cabinet as the Vice President of Mission and Ministry. Elevating her position to vice president brings a unique perspective to all of the Cabinet processes. Sutherland began her new role on April 27.

In response to employee interest in discussions about race and equity in America and to the LEAD (Living Equity and Diversity) initiative of creating more campus dialogue on important race and equity issues, an open and informal conversation was held. Portions of the film, Cracking the Codes* was shown with Education faculty Dr. Jennifer Schmidt facilitating the discussion. There were 17 faculty and staff in attendance.

The annual Multicultural Fair* was held in April in the Sisters of Mercy University Center Commons. Members of the campus community were treated to the rich history and culture of 18 countries including: Canada, Jamaica, Australia, Croatia, Bosnia, Serbia, German, England, Burundi, Congo, Nigeria, Brazil, Chile, Scotland, Egypt, Mexico, Japan, and Czech Republic. Food, artifacts and cultural traditions and heritages were part of the Fair; 40 individuals participated with 70 people attending.

During the month of November, everyone was invited to bring a photo of a loved one who has passed to be placed on the Wall of Remembrance in the Chapel of Mercy. People were invited to write the names of those they wanted remembered in the Book of Life located by the Remembrance Wall.

The Mount Mercy Handbell Choir performed at the Inter-Religious Council of Linn County Interfaith Thanksgiving Service held at the Unity Center in Cedar Rapids.

An ongoing Diversity Steering Committee met monthly to promote and support social justice and racial equity activities on campus.

The Director of Institutional Research created benchmark data profiles to help monitor and assess progress, retention and graduation rates, academic accomplishments, and other success indicators based on racial identification, ‘first generation college’ status, federal financial aid eligibility, and other attributes.

Country of origin flags are being displayed in the Sisters of Mercy University Center and informational posters related to the heritage of distinct groups on campus are also posted in an effort to provide visible signs of welcome and recognition.

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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 the past year, Mount Mercy expanded its educational offerings by adding two new undergraduate majors, a new minor, a new teacher endorsement and additional tracks of study for existing majors. The Department of Natural and Applied Sciences added a Chemistry major to curriculum offerings. Chemistry exists as a minor as well. The Chemistry major will have tracks in biochemistry and forensic science. Another new major added was Science Marketing, a hybrid of science and business. The currently existing Management major will now offer four new tracks for students: operations management, international management, sustainability/corporate social responsibility, and sports management. A new minor in Environmental Justice was added as well as a new endorsement for teacher education students—English as a Second Language.

Mount Mercy’s Finance major was granted the status of a Chartered Financial Analyst (CFA) Institute Recognized University Program. Mount Mercy is one of only three institutions in Iowa to hold this prestigious distinction. Mount Mercy will now be listed on such venues as the CFA Institute website. We currently have 40 Finance majors.

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.

This was the first year for the newly launched Master of Arts in Criminal Justice program.

The Teacher Education department welcomed eight teaching students from Canterbury Christ Church University located in the United Kingdom during January. While the Canterbury students were in Cedar Rapids, they visited Arthur Elementary, Garfield Elementary and St. Matthew Catholic Elementary. They observed teaching and classroom management. The teaching students also visited Mount Mercy teacher education classes.

In February, the Lunar New Year Festival on the Hill was held. The Festival included live performances of Filipino dancers, music from Southeast Asia, Vietnamese games and a dragon dance. Authentic Vietnamese, Chinese, and Filipino foods were catered in from local restaurants and offered to attendees for no more than \$2 per plate. The event was free and open to the public. Over 150 people attended the event with half of them from the community.

This year's Presidential Lecture Series welcomed John L. Allen, Jr. He is the author of *Against the Tide: The Radical Leadership of Pope Francis*. The book focuses on the Pope's actions of welcoming the homeless, assisting the sick and healing the wounded. Attendees spent the evening learning from this knowledgeable Vatican reporter. The event was attended by approximately 200 people from both the campus and the community.

The events in Ferguson, Missouri prompted a community conversation with local law officials on Police Use of Force. The event was held in Betty Cherry Heritage Hall. Over 100 campus and community members attended the panel discussion. Local news anchor from KCRG, Beth Malicki, moderated the panel of Wayne Jerman, Cedar Rapids chief of police; Brian Gardner, Linn County sheriff; and Jerry Vander Sanden, Linn County attorney.

Mount Mercy invited the community to reflect and learn through a semester-long series of programs entitled, *A Century of Glory and Shame – Mount Mercy Reflects on World War I*; 2014 is the 100th anniversary of World War I. This series of events was free and open to the public. There were panel discussions, presentations, films, songs and poetry all reflecting the impact of World War I and its aftermath. *A Century of Glory and Shame* kicked off the series in August with a panel discussion of the Historic and Cultural Legacy of WWI. The panel consisted of faculty from across academic disciplines—communications, nursing, English, history and music. Attendees were then invited to Busse Library for an introduction to historical displays. This event was attended by 80 people. In early September, *Forum: WWI's Legacy in Film*, 80 people enjoyed a presentation by English professors Jim Grove and Joy Ochs which explored the impact World War I had in the cinema. This event was closely followed by a viewing of *All Quiet on the Western Front*. Professor Jim Grove introduced the 1930's classic with 65 people in attendance. On September 11th, the *Forum: WWI and Public Relations* was presented. Associate Professors of Communication Joe Sheller and David Klope reflected on how governments promoted WWI with 75 people attending. On September 25th, an outdoor Mass and blessing for peace was held in the Grotto with 30 people in attendance. Following the Mass, the Mount Mercy Mission and Ministry department provided a blessing of the new Veteran's Lounge in located in Warde Hall. On October 21st, Asst Professor of History Allison McNeese explored the changes WWI brought to Iowa through the *Forum: War Comes to Iowa – How WWI Changed America*; 80 individuals attended. The Busse Library held an open house on October 29 and offered tours of the WWI historical displays; 25 people viewed the displays. Professor of Nursing Mary Tarbox looked at how the flu Pandemic of WWI changed medicine in her *WWI Forum: The Great Flu and Modern Medicine*; 225 people attended the forum. The *Century of Glory and Shame* series was wrapped up with *WWI Finale: Poetry and Song in Reflection of WWI*, on November 11th, a multi-media performance by students which included music and readings coordinated by Gerry Krietzer and Jason Alberty, and a performance by Mount Mercy's Handbell Choir; 65 people attended the finale.

In March, Associate Professor of English at Iowa State University, K.L. Cook visited Mount Mercy for a Q&A session and a reading. Cook is the author of three award-winning books of fiction; 40 people attended both the Q&A and the Reading.

Volunteers from the Mount Mercy community assisted 72 fourth graders from Arthur Elementary and 54 fourth graders from Erskine Elementary as they came to campus for their annual 4th Grade Visit Day. The students toured campus, attended two mini-classes, attended a Q&A session with Mount Mercy students and ate lunch in Mount Mercy's cafeteria; 30 faculty, students and staff assisted with this event.

The Mount Mercy Enactus team organized and held the first Market on the Mount in December. This was a student-designed event that encouraged the community to connect with small, local businesses while serving as a learning tool for students. There were 25 different vendors that presented and advertised products such as handmade jewelry, 2-D artwork, massage therapy, custom flower seed packs and much more. This event was attended by 276 community members, served by 15 Enactus volunteers and generated \$4,400 in revenue.

In April, during Sexual Assault Awareness Week, Mount Mercy hosted a panel discussion, *Ask the Panel*. The Panel was moderated by an advocate from the Riverview Center and included a panel of experts: a CRPD Investigator, Sexual Assault Nurse Examiner Nurses from St Lukes, a representative from the Linn County Attorney's Office, and Sexual Assault Advocates from Riverview Center. The Panel's goal was to reduce violence through education and was attended by 44 individuals.

Also in April, a forum was offered focusing on the impact of sustainability at higher education institutions, *Faculty Forum: Sustainability in Higher Education: A Marriage of Necessity and Mission*. Topics included a review of institutions, such as Mount Mercy, on the societal response to climate changes. The presentation clarified the approaches Mount Mercy and other non-Mercy institutions have used to promote sustainability in the environment; 60 people were in attendance.

The Chapel of Mercy hosted a memorial in memory of the Holocaust. Holocaust survivor Renata Laxova spoke at the memorial. Laxova was eight years old when she was smuggled out of her home in Prague in 1939 by Sir Nicholas Winton. Winton saved nearly 700 children during the Holocaust. The event was free and open to the public with 160 people attending.

The Olson MFT Clinic, located in the CRST Graduate Center, offered free depression screenings as a part of National Depression Screening Day and Mental Health Awareness Week. No appointments were needed for the free, confidential screenings.

In August, Mount Mercy highlighted to the community the CRST Graduate Center through the PM Exchange, an event through the Cedar Rapids Metro Economic Alliance. Members of the business community were invited to explore the CRST Graduate Center and learn about Mount Mercy initiatives.

Mount Mercy has a partnership with Arthur and Erskine Elementary Schools. Each year Mount Mercy hosts two events: Good Sport Day with Arthur Elementary and Good Sport Day with Erskine Elementary. This year 65 third graders (plus teachers and chaperones) from Arthur Elementary participated in this event with 20 student athletes demonstrating good sport behavior through role-plays. Six Enactus club members provided workshops on healthy eating and shared healthy snacks with the children. Ten student volunteers from Professor of Business Kathryn Coulter's Dispute Resolution class helped the third graders navigate the event. There were 56 third graders from Erskine Elementary who participated in the event.

A number of community-based programs, conference, etc., were held at the CRST International Graduate Center throughout the year.

Examples include:

In July 2014, the CRST Graduate Center hosted a two-day workshop, "Bud to Boss", facilitated by the Kevin Eikenberry Group, that provided new leaders with a professional foundation; 25 people attended the event. In August 2014, the Hawkeye Association for Talent Development (ATD) sponsored a workshop day, "Train the Trainer", designed for the new trainer or the seasoned expert; 22 people attended this event.

In September 2015, the Iowa Association of Talent Development held their regional conference, "Rock Talent Development", with over 88 people attending. This was a full-day event featuring Michael Wilkinson, Managing Director of Leadership Strategies. In June 2015, the Hawkeye ATD provided a day of training for anyone that works at or volunteers for a non-profit organization; 61 people attended the event.

In October 2014, Hawkeye ATD held its regional two-day conference, "Creating a World that Works Better - One Professional at a Time", 36 people attended this event.

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 connection to Mount Mercy.

In January, Mount Mercy graduate program students traveled to Belize. Nineteen students from the Masters of Business Administration and Masters of Strategic Leadership programs made the trip to help small businesses in Belize grow and prosper. This trip was part of the International Business Strategy and Culture course. The students formed six new partnerships this year—a bakery, chocolatier, herbal medicine shop, the University of Belize and a community civic group and will provide helpful assessments and support for building business plans.

A senior biology student, Emilie Jacobson, was named a 2015 Newman Civic Fellow. This is an award given to promising student leaders who have demonstrated an investment in their community. She was nominated for the award based on her involvement and hard work in MMU's Science Club.

In January, seventeen students traveled to England as a part of the travel course – Healthcare in the United Kingdom. The course was open to students in all majors and offered the chance of an in-depth study of the healthcare system in England as well as exploring the culture through visits to London and Canterbury.

Students in the undergraduate class, Introduction to American Government, arranged to make voting easier for students and community members. A 100 signature petition, gathered by the students, was reviewed and approved by the Linn County Auditor's Office resulting in Mount Mercy being a community-wide satellite voting station on Tuesday, October 14th from 10am to 4pm. The satellite voting station allows anyone to cast an early ballot, register to vote, or request a mail-in ballot.

Throughout the year, free and informal Spanish conversation tutoring sessions were offered. Mount Mercy student Carmen Delgado Harrington, a native Spanish speaker, was available weekly to help people practice their Spanish.

The Mount Mercy Dance Team held a Kids Dance Clinic in February for kids K-8th grade. The kids learned a dance routine during the clinic and performed the routine at the halftime of the women's basketball game. Parents of participants received free admission to the basketball game; 36 kids took part in the clinic.

A Black Student Union and an LGBTQ Alliance group were approved this year by the Student Government Association. Two members of the Black Student Union serve on the University's Diversity Steering Committee.

Mount Mercy signed an affiliation agreement with American University to offer students the opportunity to spend a semester in Washington D.C. Students will take courses at American University and complete an internship at a national or international organization. Participation is open to all majors pending approval.

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.

Mount Mercy was named in the Top 25 Best Regional Colleges in the Midwest in the 2015 edition of U.S. News & World Report Best College Rankings.

To show support of military service, a sunset ceremony was held on Veteran's Day. A Blessing was given at the ceremony and was followed by a free dinner for Veteran's and their families; approximately 30 people were in attendance.

Professors Elizabeth Kleiman and Jitka Stehnova, from the department of Natural and Applied Sciences, secured a grant from the Aegon Transamerica Foundation to help fund a week-long summer camp for middle school girls interested in STEM (science, technology, engineering, and math). Lieutenant Governor Kim Reynolds and representatives from the Aegon Transamerican Foundation stopped by to observe the girls in action and share words of encouragement.

Governor Terry Branstad announced Mount Mercy as one of three Iowa institutions to be certified as a Home Base Iowa program. This initiative is designed to connect veterans with the community, employment and education information needed to make a smooth transition to civilian life in Iowa. To become certified, Mount Mercy met criteria in areas of on-campus veteran's resources, mindfulness of service member transitions and financial considerations.

The Mount Mercy Finance major offered up to five scholarships during the academic year, to graduating seniors who wanted to take the CFA Level I exam, a step toward becoming a Chartered Financial Analyst. A new Graduate Assistant Multicultural Recruiter position was added to help reach out to prospective students and families from under-represented populations. This position also serves on the Diversity Steering Committee.

Mount Mercy joined the nationwide movement of #GivingTuesday. The idea behind #GivingTuesday is to give something that impacts the recipient in a meaningful way. Mount Mercy introduced a one-day initiative for student scholarships and encouraged people to participate in #GivingTuesday by giving that will go directly to student scholarships for deserving scholars. The event was successful with \$2,305 being raised.

Mount Mercy provided approximately 25 Catherine McAuley Scholarships to students this year. The Scholarship provides the student a full tuition grant based on a family income level of \$45,000 or less and a Pell Grant eligibility.

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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.

Several tasks outlined in the Technology Operations Strategic Plan were completed during the 2014-15 year. A third party partner was engaged and assisted with identification and remediation of existing concerns about the network. A link redundancy was implemented and issues with the wireless network were remediated. New equipment was ordered to replace end-of-life equipment. The phone system had upgrades including an upgrade to the voicemail system. A secondary backup system for the phone was implemented. Additional switches were added to the data center, a generator was installed and bandwidth was increased. Nearly 200 computers across campus were upgraded to Windows 7. The IT office continues to research more innovative ways for students and employees to “connect”.

The Administrative Software department completed several projects during the year including writing a program to pull data from PowerCampus, based on federal guidelines and tied to Title IV financial aid, into a transmittable report. An integration program was written which moves data from PowerCampus to the PowerFails system used by the financial aid office. This integration program moves data the Financial Aid Office needs to award and create financial aid packages and report information for Title IV compliance. New reports were created and designed for the Admission Office that automatically generate data from PowerCampus and then post the data on the network for access. Another system of automated reports was set up for the Public Safety Office to help reduce hand-entry of data. The Adult Accelerated Online program is working with a third party vendor, weekly reports were designed and set up to generate automatically and post to the vendor’s site.

A needs analysis for data access and reporting was conducted in support of a Title III Grant Application. Several software products were identified and added to the grant proposal.

The Office of Development and Alumni Relations rolled out the first issue of MMU Funding News. The intent of the newsletter was to put a spotlight on grant funded projects, funding opportunities, and who’s who in grant news.

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 Robert W. Plaster Athletic Complex – the first outdoor sports facility in Mount Mercy’s history – is on its way to completion. When finished, it will provide a space for six of the university’s teams, including baseball, softball, men’s and women’s track and field and men’s and women’s soccer, as well as a multi-purpose practice field. As a home to all members of the Mustang community, the facility will allow Mount Mercy to partner with neighborhood organizations and social service agencies to offer resources for youth summer sports programs, camps and clinics, special events and neighborhood gatherings. Thanks to Hall Perrine’s \$4 million dollar matching gift, Mount Mercy has secured an additional \$7 million toward their goal of \$15 million to complete the project.

The completion of the Home Field Advantage project will conclude MMU’s Unity Campaign by the successful fundraising efforts to secure \$35 million dollars to support the MMU Graduate Center, University Center, Chemistry Labs, and Mount Mercy Fund!

The Board of Trustees announced that Mount Mercy will join the Heart of America Athletic Conference (HAAC) in fall of 2016. As part of the admission to the HAAC conference, the conference has agreed to waive their current bylaw requiring the

sport of football until fall of 2018. The Board has asked for an official comprehensive review process regarding the possibility of adding football at Mount Mercy. In May, a survey regarding attitudes toward adding football at Mount Mercy was administered to all employees and alumni.

There was an announcement made in April regarding the addition of two new intercollegiate athletic sports offerings approved by the Board of Trustees – men's volleyball and competitive cheer and dance. Mount Mercy will compete at the varsity level in men's volleyball beginning with the 2016-17 academic year. Competitive cheer and dance will be conducted as an athletic club in 2015-16 and competing at the varsity status beginning in the fall of 2016. Additionally, Junior Varsity women's basketball and Junior Varsity men's basketball teams were added.

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.

During 2014-15, the Development Office secured individual commitments and a \$137,500 grant from the Roy J. Carver Charitable Trust to bring the chemistry lab renovation project funding to a two-thirds completion level for the \$750,000 project.

Renovation of the existing chemistry facilities is being guided by architectural designs prepared by Holabird & Root and general contractor Rinderknecht & Associates. Well-designed labs and classrooms in the Donnelly Center will support the needs of upper-level laboratory courses while addressing current safety concerns. The renovation is scheduled to be completed between May and August of 2016.

Chemistry faculty members are committed to developing a program of study that is high quality, student centered and relevant to an ever-changing workplace. The Chemistry major was approved at the January 26, 2015 faculty meeting featuring concentrations of study in Chemistry, Biochemistry, and Forensic Science. Planned physical improvements to the labs will support the current needs of the program as well as expansion of the program into a major.

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.

Mount Mercy offered a special program for Veteran students as a part of its pledge to support our troops, the Veterans Free Lunch Fridays. This program ran throughout the academic year with nearly 50 free lunches served to Veteran students.

A transition-focused student success program was implemented for recipients of the Catherine McAuley Scholarships, with support from the Sisters of Mercy West-Midwest Ministry Grant. A Student Success Coordinator position (full-time) was added to provide oversight.

A new student role, Veterans Peer Advisor, was implemented to work with Current and Prospective students who are military veterans.

The Academic Center for Excellence and the Library Staff conducted outreach to the Adult Accelerated program students. Focused writing support and library research instructions were offered.

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.

In honor of President Hamen's inauguration, Mount Mercy partnered with Cedar Valley Habitat for Humanity to construct three new Cedar Rapids homes. The university staffed the build sites once a month during the year, and named them Habitat Saturdays.

Mount Mercy's President and her husband spent a day volunteering at Habitat for Humanity's home improvement store—ReStore. Faculty, students and staff were invited to volunteer throughout the day.

For fall break, 14 individuals participated in a diversity-immersion trip* to Chicago and partnered with Port Missions to address issues of homelessness and hunger.

In March, a presentation on Volunteerism was held. Speakers for the event included Ryan Cairns, a Peace Corps Field-Based Recruiter for the state of Iowa; Angie Carlton, a social work alum from Mount Mercy and Community Coordinator for Mercy Volunteer Corps; and Allie Wampler, a nursing alum from Mount Mercy and staff nurse in the Neonatal Intensive Care Unit at the University of Iowa Children's Hospital. Panel members discussed their personal experience with immersion in a volunteer commitment.

In May, Mount Mercy students traveled to El Paso, Texas to work with the Columbian Mission Center* on issues of poverty, migration and human trafficking; 9 individuals participated.

A Study Abroad Fair was held in the Sisters of Mercy University Center. The fair featured study abroad information, free food and prizes. Information on eight Mount Mercy study abroad opportunities was available and information on five providers outside of Mount Mercy, was available. The event was attended by 56 students and 15 faculty and staff.

Visiting Writer Kerry Weber, spoke to 112 people on Mercy Day. Weber offered her thoughts on how she tries to balance her work and her volunteer efforts.

Mount Mercy teamed up with Coe College to help clean up the neighborhood in the Mound View Neighborhood Cleanup. Students from both schools worked together to pick up trash and debris on the streets; the men's basketball team participated in this event.

A presentation by Foundation 2, Suicide Prevention: Everyone's Business, was offered to the campus and community in Betty Cherry Hall. The presentation included information on signs and symptoms of those at risk for suicide and how to give them support and encouragement as well as connecting them to community resources; 20 people were in attendance.

On September 10th, a World Suicide Prevention Day Candle Lighting event was held. Candles were lit in remembrance of lost loved ones and to show support for suicide prevention; 24 individuals participated in this event.

Mount Mercy participated in a Martin Luther King day of service*. Over 50 students, faculty and staff honored Dr. King's legacy through a partnership with Western Fraternal Life Association's Moose Lodge to make fleece scarves for those in need. Students also remembered the legacy of Dr. King through readings of his works in the Sisters of Mercy University Center Commons. Leading up to the day of service, students collected donations of food and personal care items.

David Thoreson was the Earth Day Speaker and presented information on climate change, ocean acidifications, plastics in oceans, arctic ice loss, energy, and resource development in his Climate Change for Earth Day presentation; 45 individuals were in attendance.

During the January term, 17 students traveled to Germany, France and England while learning about the culture, politics, and economics of the area. Students provided an overview of the trip to the campus community upon their return.

The Psychology Club sponsored a Winter Clothing and Shoe Drive. All donations collected went to homeless shelters in Cedar Rapids. They accepted snowpants, sweatshirts, coats, scarves, mittens, hats, blankets, shoes and boots for donation.

Mount Mercy students visited St. Joseph's Indian School for the second consecutive year. Professor of Education Norma Linda Mattingly and three of her teacher education students collected donations of books and needed items for the children attending St. Joseph's. During the summer, Mattingly and the three students traveled to Chamberlin, South Dakota to deliver the donated items.

Twenty five participants, including the men's soccer team, spent time on two separate days to clean up the soccer complex of a local youth soccer club. The women's volley ball team spent eight hours helping with work on the Mount Mercy Habitat for Humanity House. Both the men's and women's bowling teams volunteered eight hours of their time to make ribbons for people to receive via a donation to help the Indiana Institute of Technology's bowling team that suffered a bus accident while traveling to sectionals. The women's soccer team led a one-day-per-week soccer course for Regis Middle School students, lasting seven weeks.

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.

Mount Mercy brought to campus and to the CRST Graduate Center, two unique exhibits designed to bring to life startling statistics and the devastation of human trafficking. The two displays were titled Journey to Freedom. These displays provided the viewers with a walk-through experience of personal stories from women directly impacted by human trafficking and helped them learn how they could get involved in the fight against human trafficking.

Mount Mercy's sustainability mini-grant program, Ideas into Actions*, funded seven projects throughout the academic year. Awards ranged from \$100 to \$1000. The projects funded included: Mustang Ride service, which provided alternative transportation for MMU students on nights and weekends; Dana Fritz campus appearance, an artist and scholar who explores biodome experiences across the globe via photography; McAuley dormitory garbage bin, a student-led project to provide central garbage service for residence hall students; Student in Human Resource Management (SHRM Club) partnered with Tanager Place to provide sustainably-produced holiday gifts for a needy family; Division of Campus Ministry and Mission installed reflective film on the Busse Center outdoor atrium to prevent bird deaths due to impact with the windows; MMU Bike Club used starting-funds to assist in the purchase of used bicycles and riding equipment; and funding for the David Thoreson campus appearance for an Earth Day presentation.

Visiting Writer Matt Freedman offered sessions for students, faculty and staff who were interested in writing, art and creativity. He did a drawing performance related to his book, *Relatively Indolent but Relentless: A Cancer Treatment Journal*. Over 75 people attended the Q&A and performance.

Fifteen freshmen students from Professor Norma Linda Mattingly's freshmen portal class spent time visiting Taylor Elementary school and reading storybooks to children in preschool through fourth grade. The Freshmen students volunteered during their Fall Break to participate in the America Reads Challenge, a national initiative to improve the reading skills of elementary age children.

Scholarship Festival is the annual celebration of exemplary student works. Students showcased their research projects, creative works, and collaborations with faculty. The 2015 Scholarship Festival was a success with 20 faculty members from eight academic departments participating. There were 13 academic disciplines represented in the presentations; 59 individual student presenters; 39 presentations; 140 people in attending the five panel discussions; and 300 people attending the poster sessions.

The Teacher Education Department partnered with Regis Middle School and Center Point-Urbana school to offer a Professional Development School (PDS) model for teacher preparation. This program provides Mount Mercy Education students an opportunity to apply the theory and content they learn in class to district classroom settings. Mount Mercy is one of just a few colleges in Iowa participating in PDS collaborations.

Faculty continued to learn and adopt new methods of teaching. For example, Dr. Carol Tyx, Feld Chair for Teaching Excellence, offered a workshop, which was attended by over 20 faculty members, on creating strong writing assignments for any type of course.

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

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.

The Mount Mercy Health Services Department promoted best choices for a healthy lifestyle and worked to assist students, faculty and staff in the process of learning to independently select healthy behavior.

In an effort to encourage a life-long commitment to personal health and wellness, a link to Student Health 101 was offered to students and parents throughout the academic year. Student Health 101 is a national publication.

The Barbara Knapp Speaker Series presented Audrey Boone-Tillman, J.D., Life Beyond the Diploma – Stepping out of Your Comfort Zone. The event, attended by 100 people, was open and free to the public. Boone-Tillman has been recognized for her dedication, leadership ability, and commitment to achieve business success, shape the direction of her community, and help improve the lives of women.

The MBA/MSL Speaker Series presented Bill Treasures, Leaders Open Doors. Treasures is the founder and chief encouragement officer at Giant Leap Consulting, a courage-building company that exists to help people and organizations live more courageously. Over 120 people attended the presentation.

The Mount Mercy University Career Fair was held in April with 118 students from Mount Mercy and 3 students from Coe College in attendance. There were 50 companies from the surrounding area on campus for this event. The Fair provides an excellent opportunity for students to network and learn about available jobs and internship opportunities.

The Mount Mercy Graduation Fair was held in April with 175 students in attendance. Several Mount Mercy offices such as Business Office, Financial Aid, Registrar, Career Services, Alumni Relations, Provost, Information Technology, Events, Campus Ministry, and more provided useful information to help students navigate all the processes and changes of transitioning from student to alumni.

Mount Mercy partnered with TaxACT to sponsor the Life After Graduation event. The event attracted 87 students. The event was made up of different informational sessions, led by Mount Mercy Alumni, on taxes, credit and debt management, professional networking, and understanding retirement plans. There was an etiquette luncheon and an opportunity for head shots for a resume or profile.

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Theme 1 Measures of Accountability

Mount Mercy supported National Bike Month with a Bike to Work Week and Bike to Lunch program with six participants biking to work and eight participants biking to lunch.

The Multicultural Fair, sponsored by Mount Mercy's Division of Mission and Ministry, showcased cultural artifacts and distinctions of students' native countries. 18 countries were represented in the Fair with 70 people attending.

In September, 120 people participated in the Mercy Day of Service. Students participated in making literacy books as well as doing maintenance at the Catherine McAuley Center.

In October, 47 students, faculty and staff participated in the Especially For You Race Against Breast Cancer, an event co-founded by Mercy Medical Center and General Mills.

No Shave November, an event designed to bring awareness to the early detection of testicular cancer, was held on campus. A wrap-up presentation by guest speaker Cory Morgan was attended by 40 people.

12 people opted to reduce their stress by attending the Fun With Canvas event.

Over 150 student and employees received flu vaccinations during the seasonal flu clinic provided by Health Services.

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 200 people.

The Farmer Dave Project was again offered to employees in 2014-15. Employees were invited to take part in the delivery of fresh produce during the growing season to the campus for a reasonable fee. The produce was grown locally.

The National Collegiate Alcohol Awareness Week was recognized on campus with various events and programs throughout the week; over 125 people participated in the events.

Six new employee orientation sessions were held throughout the year with 34 employees participating.

60 employees were recognized for their years of service to Mount Mercy at an employee recognition picnic.

A Go Red for Women information event, including walking a lap through the tunnels, was held in February; 55 faculty, students and staff participated.

A Women's Self Defense class was offered free to any female students and employees; 16 individuals participated.

In April, during Sexual Abuse Awareness Week, a Take Back the Hill Walk was held with over 65 faculty, students and staff participating.

The Busy Person's Retreat was offered again this year to help individuals gain spiritual balance and growth amidst a busy schedule; a total of 30 people participated in the two sessions.

EULENSPIEGEL Puppet Theatre, developed and performed by Monica Leo and Eli Portugal, presented two classic Mexican animals tales to an audience of 25 faculty, staff and students.

Sunday night Mass held at Mount Mercy's Chapel, collected \$240 to support the urgent needs of the people of Nepal, through Catholic Relief Services.

An Interfaith Prayer Service was held on campus as a part of Mission and Ministry's immigration awareness program. Sr. Maria Zeimen was the guest speaker for the prayer service with 15 attendees.

The cafeteria again offered the Country of the Month lunch throughout the past year. Students and employees enjoyed monthly lunches based on tastes of various countries; Nigeria was the country of the month for March.

The Family Seder Meal was offered in March with 45 individuals participating. The history and traditions of this special feast were shared along with delicious food.

Cracking the Codes, a film presentation and conversation on race and equity was attended by 17 faculty and staff. This was a LEAD (Living Equity and Diversity) initiative.

60 people attended the presentation by Ali Abunimah speaking on his recent book, *The Battle for Justice in Palestine*.

Global Issues Speaker, Dr. Joy Ochs, presented *India's Past and Present: Religion, Globalization, and the Environment in the 21st Century*; 50 people attended the presentation.

Life and Teachings of the Buddha, a co-sponsored event by the Inter-Religious Council of Linn County and Mount Mercy Mission and Ministry, was a four-session short course examining beliefs and practices of Buddhism; 20 participated in the course.

A Black Women Symposium was held at Mount Mercy with African American professionals from the area, participating in a Q&A and panel conversation; 40 people attended the event.

"Roll the Dice" Diversity and the Community: A Special Look at Criminal Justice, was held in November. This was a hands-on simulation helping participants better understand diversity and its relationship with community institutions such as education. Over 90 participants took part in the event.

The Doerge Race and Gender Speaker was Frank X. Walker, the first African American Poet Laureate of Kentucky. Walker addressed 100 people in a Q&A session and spoke to 85 attendees in his reading.

Peter Sis, artist, author, and Czech-born film maker visited Mount Mercy in September. He spoke to 50 attendees and did a book signing after the presentation.

Mount Mercy received an honorable mention in the Bicycle Friendly University from the League of American Bicyclists—being one of two Iowa universities to be recognized.

A new Bike Club was formed at Mount Mercy supported by the purchase of seven bikes, along with helmets and bike locks. The bikes and equipment were available for checkout in the Lundy Fitness Center.

Sixteen participants took part in Mount Mercy's Live Healthy Iowa 10 Week Wellness Challenge.

Mount Mercy participated in the Healthiest State Initiative with 44 individuals taking part in the Healthiest State Walk around the green space of the campus.

The Human Resource Office conducted an Employee Wellness Survey with 136 employees responding.

Mount Mercy hosted one of the six Purpose Workshops offered to the public through the Blue Zones Project.

The International Day of Peace was recognized by Mount Mercy through a prayer at the Peace Pole with 30 people in attendance.

The University Center was dedicated to the Sisters of Mercy and renamed to the Sisters of Mercy University Center.

The University Plaza was dedicated to the Rohde Family and renamed to the Rohde Family Plaza.

The Mercy Day speaker was Kerry Weber, author, a lay Catholic, Mercy associate, and managing editor of *America*, a national Catholic magazine; 112 people attended the presentation.

A lunch and learn was held with Brian Terrel of the Catholic Worker Farm, presenting on nonviolence; 45 people participated in the event.

Mount Mercy partnered with Habitat for Humanity to build the Mercy House; a project which took place over the academic year.

The Within Traditions: What Makes Us Different was a presentation held on campus and sponsored by the Inter-Religious Council of Linn County; 25 people attended.

Sister Kathleen Erickson, known for her work with immigration and women, spoke in a presentation in February.

Multicultural Affairs and the LGBTQ Alliance sponsored the showing of For Colored Girls, a film depicting the interconnected lives of nine women and their lives and struggles as women of color.

Reverend Anthony Adawu was appointed as Mount Mercy's full-time chaplain.

Sr. Shari Sutherland was appointed to a Cabinet position as Vice President of Mission and Ministry.

The Wall of Remembrance located in the Chapel of Mercy was in honor of loved ones who have passed.

The Mount Mercy Handbell Choir participated in the Interfaith Thanksgiving Service held at the Unity Center.

Theme 2 Measures of Accountability

Mount Mercy's Kids Against Hunger packaged 2000 meals to help feed the hungry in Haiti; 15 people participated in this Sisters of Mercy Service Project.

In May, a presentation on the Our Mother of Sorrows Grotto was given along with the Scarf Dance; approximately 40 people attended.

Mount Mercy's Our Mother of Sorrows Grotto has been placed on the National Register of Historic Places.

Core Campus Fellowship, in partnership with Campus Ministry, held the Hope Thrift Shop in Betty Cherry Hall; all proceeds went to Mercy Beyond Borders and Vision for India.

Eight teaching students from Canterbury Christ Church University in the United Kingdom visited Mount Mercy classes and three local elementary schools.

Two new undergraduate majors were added to the curriculum: Chemistry and Science Marketing. Chemistry has tracks in BioChemistry and Forensic Science.

The currently existing Management major now has four new tracks: Operations Management; International Management; Sports Management; and Sustainability/Corporate Social Responsibility.

A new minor was added to the curriculum: Environmental Justice. A new endorsement was added to the Teacher Education program: English as a Second Language.

Mount Mercy's Finance major was granted the status of a Chartered Financial Analyst (CFA) Institute recognized university program. There are currently about 40 students in the Finance major.

In February, the Lunar New Year Festival on the Hill was held. Over 150 people enjoyed the music, dance, food and dragon dance that were a part of the Festival.

The year's Presidential Lecture Series welcomed John L. Allen Jr., author of Against the Tide: The Radical Leadership of Pope Francis; approximately 200 people attended the presentation.

Mount Mercy campus was host to a panel discussion moderated by Beth Malicki of KCRG TV on Police Use of Force. Over 100 campus and community members attended the panel discussion.

A semester-long series of programs was offered during the Fall semester. The series, A Century of Glory and Shame—Mount Mercy Reflects on World War I, offered opportunities for reflection and learning on the anniversary of World War I.

WWI Program: Panel Discussion – Historic and Cultural Legacy of WWI, started the A Century of Glory and Shame series had 80 people in attendance.

WWI Program: Forum: WWI's Legacy in Film, explored the impact of WWI in the cinema with approximately 80 people attending.

WWI Program: A viewing of the movie, All Quiet on the Western Front was attended by 65 people.

WWI Program: Forum: WWI and Public Relations reflected on how governments promoted WWI; 75 people attended the presentation.

WWI Program: Forum: War Comes to Iowa—How WWI Changed America explored the changes WWI brought to Iowa: 80 people attended the presentation.

Busse Library offered tours of the WWI Historical Displays located in the library; approximately 25 people viewed the displays.

WWI Program: Forum: The Great Flu and Modern Medicine which explored the flu pandemic of WWI and how it changed medicine; 225 people attended the presentation.

WWI Program: WWI Finale: Poetry and Song in Reflection of WWI, a multi-media performance with music, readings and a performance by Mount Mercy's Handbell Choir. The finale was attended by 62 people.

K. L. Cook, Associate Professor of English from Iowa State University, visited Mount Mercy for a Q&A session and a reading; 40 people attended.

Mount Mercy hosted 126 fourth grade students from Arthur and Erskine Elementary schools for a visit day. The 4th graders attended two mini-classes and a Q&A session with Mount Mercy students.

Mount Mercy's Enactus Team organized and held the first Market on the Mount. The event was attended by 276 community members and generated \$4,400 in revenue for the 25 vendors participating.

During Sexual Assault Awareness Week, Mount Mercy held a panel discussion, Ask the Panel, with local experts on the panel; 44 people attended the discussion.

In April, the Faculty Forum: Sustainability in Higher Education: A Marriage of Necessity and Mission was presented and attended by 60 people.

Holocaust survivor Renata Laxova spoke at the Holocaust memorial held in the Chapel of Mercy; 160 people attended the event.

The Olson MFT Clinic, located in the CRST Graduate Center, offered free depression screenings as a part of National Depression Screening Day.

Mount Mercy hosted the PM Exchange, an event through the Cedar Rapids Metro Economic Alliance.

Mount Mercy Athletics partnered with Arthur and Erskine Elementary school and hosted two Good Sport Days with over 120 third graders participating.

Nineteen students from the MBA and MSL programs traveled to Belize to provide helpful business assessments.

Senior Biology student, Emilie Jacobson, was named a 2015 Newman Civic Fellow.

Seventeen students traveled to England to study the healthcare system in England as a part of the Healthcare in the United Kingdom course.

Mount Mercy was approved by the Linn County Auditor's Office to be a satellite voting station for October 14, 2014.

The Mount Mercy Dance Team held a Kids Dance Clinic in February with 36 kids taking part.

Mount Mercy was named in the top 25 Best Regional Colleges in the Midwest in the 2015 edition of U.S. News & World Report Best College Rankings.

On Veteran's Day, a blessing was given followed by a free dinner for Veteran students and their families with approximately 30 people attending.

A week-long summer camp for middle school girls interested in STEM (science, technology, engineering, and math) was offered and supported through funding from the Aegon Transamerica Foundation.

Mount Mercy was one of three Iowa institutions to be certified by Governor Terry Branstad, as a Home Base Iowa program.

Theme 3 Measures of Accountability

A third party vendor was engaged and assisted with the identification and remediation of network issues.

A link redundancy was implemented and issues with the wireless network were remediated.

New equipment was ordered and installed to replace 'end of life' equipment.

The phone system received upgrades including an upgrade to the voicemail system.

A secondary backup system for the phone system was implemented.

Additional switches were added to the data center.

A backup generator was installed.

Bandwidth was increased.

Nearly 200 computers across the campus were upgraded to Windows 7.

A program was written which generates data in a specified format for submission and in compliance with federal guidelines.

A program was written which integrates data between PowerCampus and PowerFaid allowing for more accurate financial aid packaging and compliance reporting.

Automated report generation and posting was designed and implemented for Public Safety, Admissions, and the Online program.

The Office of Development and Alumni Relations designed and implemented newsletter, MMU Funding News.

Mount Mercy announced the naming of the new outdoor athletic complex – The Robert W. Plaster Athletic Complex in honor of Robert W. Plaster.

The Board of Trustees announced that Mount Mercy will join the Heart of America Athletic Conference in fall 2016. Two new intercollegiate sports will be added to Mount Mercy current sports offerings: men's volleyball and competitive cheer and dance.

Theme 4 Measures of Accountability

Mount Mercy offered Veterans Free Lunch Fridays throughout the academic year with nearly 50 free lunches being served.

In March, a presentation on Volunteerism was held with panel members discussing their personal experience with immersion in a volunteer commitment.

In May, nine Mount Mercy students traveled to El Paso, Texas to work with the Columbian Mission Center on issues of poverty, migration and human trafficking.

A Study Abroad Fair was held in the Sisters of Mercy University Center with information on 13 study abroad opportunities. The Fair was attended by 71 faculty, students and staff.

Mount Mercy teamed up with Coe College for the Mount View Neighborhood Cleanup project; 10 Mount Mercy students joined with 50 Coe students for the project.

Partnered with Port Missions in Chicago for a diversity-immersion experience addressing issues of hunger and homelessness; 14 people participated.

Foundation 2 gave a presentation, Suicide Prevention: Everyone's Business with 20 faculty, students and staff in attendance.

David Thoreson was the Earth Day Speaker, presenting information on climate change, ocean acidifications and more; 45 people attended the event.

Jacob Stewart, an MMU sophomore music major, shared his personal witness to Jesus Christ with 120 attendees.

At Christmas, 50 people responded to the annual Giving Tree with the collected gifts being donated to Tanager Place.

During the winter term, 17 students traveled to Germany, France, and England to learn about the culture, politics, and economics of the area.

The Psychology Club sponsored a Winter Clothing and Shoe Drive with donations going to the homeless shelters in the area.

Three Mount Mercy students spent time during their summer to visit St. Joseph's Indian School in Chamberlain, SD and delivered donations of books.

During an alternative spring break trip to Biloxi, MS, Mount Mercy students joined Community Collaborations International to help them serve their constituents; 13 people participated in the trip.

Mount Mercy campus and the CRST Graduate Center both hosted the unique exhibits of Journey to Freedom. The displays provided the viewers with a walk-through experience of the personal stories of women directly impacted by human trafficking.

Mount Mercy's sustainability mini-grant program, Ideas Into Actions, funded seven projects throughout the year.

Visiting Writer Matt Freedman offered sessions in writing, art, and creativity with over 75 people attending the Q&A and presentation.

Fifteen freshmen students from a freshmen portal class spent time reading to students at Taylor Elementary as a part of America Reads Challenge.

The Scholarship Festival showcased research projects, creative works and collaborations with faculty. There were 59 individual student presenters, 39 presentations, 140 attending five panel discussions and 300 people attending the poster sessions.

The Barbara Knapp Speaker Series presented Audrey Boone-Tillman, J.D. with Life Beyond the Diploma—Stepping out of Your Comfort Zone; 100 people attended.

The MBA/MSL Speaker Series presented Bill Treasures - Leaders Open Doors; over 120 people attended.

Mount Mercy's Graduation Fair provided 175 students with information to help them navigate from student to alumni.

Mount Mercy's Career Fair hosted 50 local businesses and companies and attracted 120 students interested in networking, job openings and internship opportunities.

Mount Mercy partnered with TaxACT to sponsor the Life After Graduation event attracting 87 students interested in information on taxes, credit and debit management, networking, and retirement plans.

Mount Mercy joined the nationwide movement of #GivingTuesday and received \$2,305 in donations from the one-day program specifically supporting student scholarships.

** 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 2014/ End FY2015	Fall 2016
Freshmen retention rate (freshman to sophomore)	80.5%	84%
Freshmen graduation rate (6 year)	71.5%	74%
Traditional transfer student retention rate	78%	77%
Traditional transfer student graduation rate (3 year)	46.4%	60%
Percent of students employed (FT) or in graduate school 9 months after graduation	89.1%	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	1762	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	79.4%	89%
Residential student headcount	377	425
Net tuition dependency	80%	75%
Tuition discount rate – overall	42%	36%
Percent of faculty with terminal degrees	63.1%	67%
Total number of varsity sports programs offered	15	16
Freshmen cohort headcount	134	175
Student Athletes – unduplicated	295	315
Number of programs or events held at CRST International Graduate Center	5	12
Average student indebtedness upon graduation	\$27,442	\$26,000
Level of endowment	\$26,400,236 *	\$24,600,000

**subject to change pending final audit*



1330 Elmhurst Drive NE
Cedar Rapids, Iowa 52402-4797
www.mtmercy.edu