








Momentum: The Marymount Strategic Plan, 2019-2024

In the summer of 2018 Marymount University began the process of creating a new strategic plan that will guide us over the next five years. Throughout the course of nine months, the entire Marymount community was involved in various ways in developing a dynamic strategic plan that the university proudly supports.

Mission
<p>Marymount is a comprehensive Catholic university, guided by the traditions of the <u>Religious of the Sacred Heart of Mary</u>, that emphasizes intellectual curiosity, service to others, and a global perspective. A Marymount education is grounded in the liberal arts, promotes career preparation, and provides opportunities for personal and professional growth. A student-centered learning community that values diversity and focuses on the education of the whole person, Marymount guides the intellectual, ethical, and spiritual development of each individual.</p>
Vision
<p>Marymount, a leading Catholic university, will be nationally recognized for innovation and commitment to student success, alumni achievement, and faculty and staff excellence.</p>
Core Values
<ul style="list-style-type: none"> <p> Excellence – The Marymount community consistently strives for excellence in carrying out the University’s vision and mission.</p> <p> Integrity – The Marymount community conducts all activities and interactions in an authentic, transparent, and ethical manner.</p> <p> Professionalism – The members of the Marymount community exhibit professionalism in all their activities and interactions and maintain a sense of accountability.</p> <p> Diversity –The Marymount community welcomes and values all individuals and recognizes diversity as a source of strength.</p> <p> Respect –The Marymount community maintains and promotes an atmosphere of mutual respect, cooperation, and civility.</p> <p> Faith – The members of the Marymount community share a commitment to moral and spiritual growth and, consistent with the Catholic intellectual tradition, are committed to living examined, purposeful lives</p> <p> Service – The members of the Marymount community actively seek to serve others and advance social justice.</p>

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Marymount's Strategic Planning Process

July 2018 ushered in the seventh president to the university, Dr. Irma Becerra. The university's previous strategic plan was coming to an end and the visions of the new president brought a fresh opportunity on how to proceed. In September, President Becerra identified three strategic priorities that have guided the University through the process and the prioritization of its initiatives. These priorities are to:

- Expand the number of students who can benefit from a Marymount education by increasing enrollment
- Emphasize student success to improve retention and timely graduation
- Provide outstanding service to students, faculty and staff to remove all challenges to learning, teaching, and supporting students.

Working with an accelerated timeline the university hired a consulting firm to facilitate the strategic planning process. *Credo* consulting began working immediately. The following calendar illustrates the activities and the work of the community in creating the plan:

July	Development of strategic priorities; contracted with Credo
August	Leadership retreat identified four plan themes: <ul style="list-style-type: none">• Distinctive Identity; Transformative Experiences, Vibrant Community, and Sustainable Future
September	Board of Trustees Engagement Session and Community Day with over 220 Marymount faculty and staff members
November	Planning Day I to review Board and Community input and train Strategic Planning Committee members to lead Theme Teams
November – February	Theme Teams of 80 community members reviewed planning data and made recommendations on plan initiatives
February	Planning Day II to review, revise, and prioritize Theme Team recommendations
March	Board of Trustees Endorsement of <i>Momentum: 2019-2024</i> ; Strategic Plan unveiling at Marymount's Presidential Inauguration
April	Begin implementation of Strategic Plan

Marymount is extremely proud that the entire community shared in the building of the plan. As Marymount looks towards its 75th anniversary in 2025, the new strategic plan gives an invaluable guide for the success of the institution and its drive to be a nationally recognized Catholic university.

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The Plan’s Strategic Imperatives

Four themes emerged from the early retreats and became pillars of the strategic plan: Distinctive Identity, Transformative Experience, Vibrant Community, and Sustainable Future.

Distinctive Identity	Transformative Experience	Vibrant Community	Sustainable Future
Marymount must strengthen awareness, appreciation and support of our history, traditions and unique position in the region, nation, and the world.	Marymount must offer all students the curriculum, co-curriculum, and academic support that prepares them to thrive in a complex world requiring intellectual and interpersonal facility and flexibility.	Marymount must offer an exciting environment of talented and committed students, faculty, staff and community partners who work together, support each other, and serve the greater good.	Marymount must ensure its continued viability through solid enrollment growth fueled by market-informed programs that reflect our Mission. As we grow, Marymount needs to ensure that expanded student populations have the resources to be successful in our community.

A multitude of ideas were generated under each theme that would help to move the university forward. Theme Teams were asked to combine similar initiatives and then prioritize. At the final planning day, the teams came together to share their work and identify those ideas they had in common and those ideas that were unique. The top initiatives of the Strategic Plan were then recognized and will serve as the plan’s starting point.

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Measures of Success

To monitor the overall impact of the strategic plan, measures of success were created. Some of these measures are easily quantifiable and some are more qualitative in nature. Progress on the measures will be monitored by the office of Planning and Institutional Effectiveness and shared with the president, cabinet and strategic planning committee members.

Over the next five years, Marymount plans to:

- 🐾 Enroll 10,000 students in undergraduate and graduate programs
- 🐾 Have first college acceptance rate of less than 70%
- 🐾 Improve first college yield to over 30%
- 🐾 Retain over 90% of entering first college and transfer students
- 🐾 Double four-year graduation rate to 80%
- 🐾 Lead peers in student reports of High Impact Practices (HIPs) on the NSSE
- 🐾 Be recognized as a Carnegie Community Engagement Institution, an Ashoka Changemaker Campus, a school promoting social mobility by Times Higher Education (THE), and a leader in the Fulbright Scholars Program
- 🐾 Achieve a Research II (High Research Activity) designation by Carnegie Classification system
- 🐾 Receive donations from over one quarter of its alumni annually
- 🐾 Expand the number of people giving annually to 10,000 donors
- 🐾 Offer faculty and staff salaries in the top quartile of their fields
- 🐾 Double non-enrollment revenue to 6% of the operating budget
- 🐾 Develop and implement a new Campus Masterplan
- 🐾 Ensure efficient and effective operations via best-of-breed, state of the art, cloud based technology (WorkDay)

Next Steps in Strategic Planning

The final draft of the strategic plan was endorsed by the Board of Trustees and subsequently unveiled at President Becerra's inauguration on March 28, 2019. The implementation of the plan begins immediately and assessment of the plan will follow.

Following the Inauguration, Credo will facilitate *Milestone Training* on campus. This will allow university members' responsible for the implementation of an initiative to determine what goals, or milestones, need to be met in order to complete that initiative; a roadmap of sorts.

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The results of the training will be collected by Credo and will be loaded into a software management system. Once the initial build is complete, the management of the software and the plan will be given over to Marymount.

Implementation teams will be formed to work on the initiatives in the plan. Teams will have broad representation across the community and will be responsible for meeting the milestones identified as they work towards the initiatives' completion. The Planning and Institutional Effectiveness Office will monitor the progress of teams and provide updates to the Presidential cabinet.

Current Strategic Plan Initiatives

Distinctive Identity: Remaining true to our RSHM tradition

Stakeholders	<ul style="list-style-type: none"> • Pursue national rankings and recognition of programs and services • Expand research and knowledge creation • Secure AACSB accreditation
Finance	<ul style="list-style-type: none"> • Design, launch and implement a comprehensive capital campaign • Increase endowment to \$250M
Processes	<ul style="list-style-type: none"> • Articulate Catholic identity in light of the RSHM • Build a culture of pride and purpose
Capacity	<ul style="list-style-type: none"> • Strengthen marketing and branding

Transformative Experiences: Preparing our students for the complex world

Stakeholders	<ul style="list-style-type: none"> • Expand co-curricular experiences • Develop Living-Learning-Communities
Finance	<ul style="list-style-type: none"> • Support faculty and student research • Coordinate a plan for High Impact Practices (HIPs)
Processes	<ul style="list-style-type: none"> • Strengthen curriculum management and delivery • Transformative advising and mentoring • Expand experiential learning and global opportunities
Capacity	<ul style="list-style-type: none"> • Revise the core curriculum • Leverage the DC Region

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Vibrant Community: Creating a place where students, faculty and staff want to be

Stakeholders	<ul style="list-style-type: none"> • Develop the bold and responsive plan for expansion of Arlington presence • Ensure the Rixey property is a successful part of Marymount
Finance	<ul style="list-style-type: none"> • Establish a competitive total compensation plan • Strengthen alumni relations
Processes	<ul style="list-style-type: none"> • Establish a high performing culture of goals and incentives • Expand academic and operation technology (WorkDay)
Capacity	<ul style="list-style-type: none"> • Implement Campus Master Plan • Expand Service Quality

Sustainable Future: Ensuring the resources to meet the vision

Stakeholders	<ul style="list-style-type: none"> • Define the Pledge
Finance	<ul style="list-style-type: none"> • Focused, intentional retention programs (90%) • Achieve plan objectives through Public/Private Partnerships
Processes	<ul style="list-style-type: none"> • Grow enrollment (10,000) • Build online infrastructure
Capacity	<ul style="list-style-type: none"> • Develop agile and market-responsive new programs building on the strengths • Expand flexible interdisciplinary learning • Adapt the organizational structure to the needs of an expanding student body

Documentation edits:

- March 20, 2019 Plan endorsed by Board of Trustees