

Strategic Plan 2007-2012



Mount St. Mary's College

December 22, 2008

MISSION STATEMENT

Mount St. Mary's College offers a dynamic learning experience in the liberal arts and sciences to a diverse student body. As a Catholic college primarily for women, we are dedicated to providing a superior education enhanced by an emphasis on building leadership skills and fostering a spirit to serve others. Our measure of success is graduates who are committed to using their knowledge and skills to better themselves, their environments, and the world.

MISSION IN CONTEXT

A Mount St. Mary's College education is a transforming experience. Students explore ideas in a richly diverse, close-knit community that supports and inspires them to discover their place in a world of challenge and opportunity. Mount students come to understand themselves as leaders with a responsibility to the common good and to view their professional lives as a means of service to others.

A strong liberal arts focus informs every course of study. The college is distinguished for its integration of the whole person through its curricular and co-curricular programs fostering intellectual, spiritual, social, and civic development. These programs respond to both educational and societal needs.

Founded in 1925 by the Sisters of St. Joseph of Carondelet, Mount St. Mary's College offers associate, baccalaureate, and graduate degree programs in the arts, sciences, and selected professions. Housed on two beautiful campuses, the college contributes to and benefits from the rich diversity of the region. The traditional baccalaureate program is offered at the Chalon Campus in west Los Angeles. Associate, weekend college, and graduate programs are offered at the Doheny Campus on the historic Doheny estate near downtown Los Angeles. Today, Mount St. Mary's is the only Catholic college primarily for women in the western United States.

The college takes great pride in its more than 15,000 graduates. Carrying on the commitment of the Sisters of St. Joseph to compassion, engagement, and justice—which are at the heart of our mission—these graduates testify to the ideals of the college through their lives of leadership and generous service to their communities and our world.

Our Strategic Plan rests on the solid foundation of our mission and institutional values, guided by our Catholic tradition. A diverse community, robust enrollment, and strong financial management will allow us to live our mission and realize our strategic goals. We will intentionally and purposefully continue to foster diversity among our faculty, staff, students, and trustees. By 2012, we will achieve an overall enrollment of 2,300 full-time equivalent (FTE) students, with a dynamic balance between traditional undergraduate programs (60 to 65 percent FTE) and non-traditional and graduate programs (35 to 40 percent FTE). The College's endowment will reach \$100 million.

SUPPORT FOR OVERARCHING GOALS ESTABLISHED IN THE PLAN

By 2012, the College's endowment will reach \$100 million

OBJECTIVES

1. On a continual basis, Institutional Advancement will actively seek Foundations and Corporations willing to donate to the College specifically in support of growing the endowment (such as through grants, endowed scholarships, or general support of endowment funds). (Vice President of Institutional Advancement)
2. By spring of 2012, Institutional Advancement will conceive and execute an Endowment solicitation informed by careful analysis of the economic climate and anchored by specific timelines and dollar goals. (Vice President of Institutional Advancement)

GOAL 1

THE COLLEGE WILL PROVIDE AN EDUCATION THAT ENABLES STUDENTS TO DEMONSTRATE THE SKILLS, KNOWLEDGE, AND CHARACTER ESSENTIAL FOR SOCIALLY RESPONSIBLE LEADERSHIP IN A DEMOCRATIC SOCIETY.

GUIDING STRATEGIES AND SUPPORTING OBJECTIVES

1. Support high standards for student performance and development.
 - 1.1. In Fall 2009 and Spring 2010, conduct a study of instructional and support programs. Identify relative strengths, challenges and ways to enhance the coordination of developmental courses, learning support units, and developmental educational programs. (AA Dean and Director of ISAE)
 - 1.2. In Spring 2010, assess out-of-classroom learning (e.g., supervised research, Program Enhancement Grants, course-based internships, community engagement, service learning, study abroad). Investigate ways to sustain and showcase student performance in such contexts. (Vice President of Student Affairs)
 - 1.3. By Spring 2009, initiate assess existing faculty development efforts (e.g., New Faculty Orientation, Faculty Learning Communities, Faculty Development Grants). In Fall 2009, begin implementation of any recommended changes. Monitor effectiveness on an annual basis. (Assistant Provost)
2. Implement a comprehensive student retention system.
 - 2.1. By Fall 2008, establish a Retention Committee with broad membership that will meet regularly to discuss and spearhead short-term and long-term initiatives to enhance student retention. (Assistant Vice President of Institutional Planning and Research)
 - 2.2. In Spring 2009, assess and use data to strengthen academic advisement. On an annual basis, implement additional advisable strategies to enhance retention. (Provost)
3. Implement a sustainable system of assessment to improve student learning.
 - 3.1. On an annual basis, utilize rubrics based on WASC standards to improve assessment and ultimately learning occurring in degree granting programs and general studies curriculum. (Assistant Provost, Chair of Assessment Task Force)

- 3.2. In Fall 2009 and Spring 2010, design and implement a sustainable system of assessment in the Student Affairs Division. (Assistant Provost, Associate Vice President of Student Affairs)

- 3.3. Beginning in Spring 2008, integrate student learning outcomes, data analysis, and curricular/pedagogical change reporting into Program Review process supervised by Curriculum Committee and Graduate Council. In Spring 2009, work with department chairs to enhance faculty participation in assessment activities. (Assistant Provost, Chair of Assessment Task Force)

GOAL 2

THE COLLEGE WILL CULTIVATE BEAUTY WITHIN OURSELVES, THE MOUNT ST. MARY'S COMMUNITY, AND THE GREATER SOCIETY.

GUIDING STRATEGIES AND SUPPORTING OBJECTIVES

1. Nurture beauty through silence, observation, and reflection.
 - 1.1. The college will explore external and institutional resources for funding retreats for students, faculty and staff, allowing for deepened periods of reflection on the intersection of professional life and personal values, the Catholicity of the college as it relates to work, teaching, and service, and the personal and institutional responses to societal, political, and environmental issues and challenges, as they relate to the college's mission and identity. (Vice President of Student Affairs)
 - 1.2. By Fall 2007, a Goal 2 oversight committee will be convened to coordinate and support the work of the broader college community in the implementation of this goal. All areas of the college will be encouraged to gather documentation of the use of silence and reflection in their work, and to share this documentation with the College community on a regular basis. (Vice President of Student Affairs)
2. Explore and integrate the physical, aesthetic, and spiritual dimensions of beauty.
 - 2.1. In Fall 2008, bi-weekly e-mails will be launched, inviting an integration of beauty into professional and academic life. (Vice President of Student Affairs)
 - 2.2. The aesthetic and physical beauty of the grounds on both campuses will be explored and further developed in a manner to best support student life and to foster an academic community. Special attention will be paid to developing greater awareness and appreciation of sacred space within the chapels, which serve as centers of beauty and reflection, as well as in other buildings and on the general grounds of each campus. (Vice President of Student Affairs)
 - 2.3. The ways in which Catholicity is expressed in the physical environment will be considered, and possibilities to reflect this aspect of the Mount's identity will be further explored. (Vice President of Student Affairs)

3. Teach and practice environmental responsibility.
 - 3.1. A comprehensive and progressive five year “Go Green” plan will be developed, for initial implementation in Fall 2008. (Green Team Coordinator)
 - 3.2. The education of the college community on institutional “Green initiatives” will be supported through college-wide reports, distributed on a quarterly basis, beginning Fall 2008. (Green Team Coordinator)
 - 3.3. New courses in *Environmental Sciences and Policy* will be explored during the 2009-2010 academic year. (Provost)
 - 3.4. Community service opportunities which address environmental issues, sustainability and responsibility for natural resources will receive priority attention, beginning January 2009. [See also Goal 1 – Objective 1.2, page 4] (Vice President of Student Affairs)
4. Showcase beauty through the intellectual, spiritual, and social life of the Mount St. Mary’s community.
 - 4.1. On a continual basis, Institutional Advancement will actively seek out stories from faculty, staff, and students about the way Mount St. Mary’s is cultivating beauty within our community and the greater society. These stories will be collected through the *Mount Matters* faculty/staff newsletter, as well as cross-functional meetings, and inter-department relationships. (Vice President of Institutional Advancement)
 - 4.2. On a continual basis, these stories will be actively promoted through campus bulletin boards and display cases, internal publications (e.g., *Mount Matters* newsletter), external publications (e.g., the Mount Magazine, Mount website spotlights, press releases and story pitches), and other appropriate media. (Vice President of Student Affairs and Vice President of Institutional Advancement)
 - 4.3. Cultural and social opportunities at the college and in the greater Los Angeles Community will be highlighted through regular marketing and acknowledgement. (Vice President of Student Affairs)

GOAL 3

THE COLLEGE COMMUNITY WILL PROVIDE REMARKABLE SERVICE TO ONE ANOTHER AND ALL THOSE WE SERVE THROUGH COMPETENCE, INTEGRITY, AND RESPECTFUL COMMUNICATION.

GUIDING STRATEGIES AND SUPPORTING OBJECTIVES

1. Identify measurable standards of performance.
 - 1.1. By December 2008, design a cyclical review process to assess the level of service provided by student and campus services. (Chair of the Remarkable Service Committee)
 - 1.2. During Spring 2009, implement a “pilot test” of the new review process with a small number of programs. (Assistant Vice President of Institutional Planning and Research)
2. Develop and support faculty, staff, and administrators in order to provide remarkable service.
 - 2.1. By Fall 2009, identify various “best practices” in providing remarkable service that could be applied at MSMC and possible resources, such as enhanced staff development opportunities, for the improvement of service in all areas. (Chair of the Remarkable Service Committee)
3. Evaluate regularly the quality of our services and apply the results to a process of continual improvement.
 - 3.1. By Fall 2009, initiate a cyclical review process for all student and campus services and apply the results to a process of continual improvement. (Vice Presidents)

GOAL 4

THE COLLEGE WILL EMBRACE TECHNOLOGICAL ADVANCES THAT WILL STRENGTHEN ACADEMIC PROGRAMS AND ADMINISTRATIVE SERVICES.

GUIDING STRATEGIES AND SUPPORTING OBJECTIVES

1. Promote the ethical and appropriate use of technology.
 - 1.1. On a regular basis, the established policies and procedures which promote and support the ethical and appropriate uses of technology will be updated. (Vice President for Information Support and Enrollment Management)
 - 1.2. The College will continue to develop teaching opportunities for the distribution of foundational knowledge in relation to technology. (Vice President for Information Support and Enrollment Management)
2. Identify, implement, and evaluate academic technologies that support the effectiveness of teaching and learning.
 - 2.1. The College will support the effectiveness of teaching and learning by providing its faculty and students with up to date academic technologies. (Vice President for Information Support and Enrollment Management)
3. Identify, implement, and evaluate technologies that support administrative processes.
 - 3.1. By Spring 2012, fully implement the following technology initiatives to support the administrative processes: a) campus wide document imaging, b) web site optimization for better placement, c) better reporting from our ERP system in student data (iStrategy), and d) Business Objects reporting for our Business Office and accounting areas. (Vice President for Information Support and Enrollment Management)
4. Provide training and support services that are user-focused.
 - 4.1. The MDUG group, Mount Datatel Users group, the ATAC (the Academic Advisory Committee), and the ADTAC (the Administrative Technology Advisory Committee) each

work towards clear and transparent training for identified technology needs and personal development in technology. (Vice President for Information Support and Enrollment Management)