



BUILDING THE INSTITUTION OF CHOICE

Marymount University's Strategic Plan
2013–2018

MARYMOUNT
UNIVERSITY
Arlington, Virginia

VISION STATEMENT

Marymount University will be known as a comprehensive Catholic university and the institution of choice for students, faculty, and staff. Marymount will distinguish itself through a culture of engagement that fosters intellectual curiosity, service to others, and a global perspective.

Core Values

- **Excellence** – The Marymount community consistently strives for excellence in carrying out the university’s vision and mission.
- **Integrity** – The Marymount community conducts all activities and interactions in an authentic, transparent, and ethical manner.
- **Professionalism** – The members of the Marymount community exhibit professionalism in all their activities and interactions and maintain a sense of accountability.
- **Diversity** – The Marymount community welcomes and values all individuals and recognizes diversity as a source of strength.
- **Respect** – The Marymount community maintains and promotes an atmosphere of mutual respect, cooperation, and civility.
- **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.
- **Service** – The members of the Marymount community actively seek to serve others and advance social justice.

Organizational Climate

The Marymount community is committed to

- encouraging a sense of caring and concern for all its members
- instilling a feeling of commitment and responsibility to the organization
- creating fluid organizational boundaries that promote collaboration and teamwork across the organization
- providing an environment where all community members feel valued and share a sense of purpose and pride
- fostering an environment that is open to diverse thoughts, perspectives, and beliefs
- ensuring that important information is broadly and accurately communicated and processes that affect the organization and the community are transparent
- recognizing and celebrating community members’ contributions and accomplishments
- continually monitoring its progress in maintaining a positive institutional climate and living its core values

The Visioning Process

In 2011-12, Marymount University's new president, Dr. Matthew Shank, formed and led a task force charged with discerning a shared understanding of Marymount's core values and organizational climate and articulating a vision for the university's future. The process unfolded through a series of conversations with students, faculty, staff, alumni, and trustees, focused on Marymount's strengths and the challenges and opportunities facing the university. Synthesizing the input from these conversations, the task force formulated a clear picture of Marymount's aspirations, as well as the context for future progress.

The Strategic Planning Process

In fall 2012, with Marymount's new vision recently unveiled to the community, the president refined the charge of the university's Strategic Planning Committee (SPC) and reorganized its membership. The committee's new charge was to identify concrete actions necessary to achieve Marymount's vision, in light of the university's core values and organizational climate. In addition, the president requested that the new strategic plan assign responsibility for its actions and specify a timeline for their implementation. This charge was developed to achieve the goal of having a strategic plan that both guides decision making and informs the university's budgeting process.

In consultation with the president and cabinet, the Strategic Planning Committee identified 11 goals that provide the framework for the strategic plan – goals upon which realization of Marymount's vision for the future hinge. The SPC then enlisted the assistance of 15 task forces comprising more than 130 students, faculty, and staff members from across the university to develop actions for implementing the strategic plan's goals.

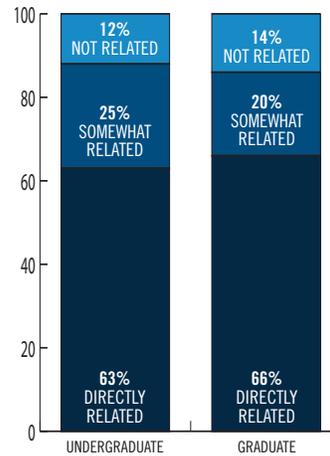
The task forces worked through March 2013, then submitted their recommendations to the Strategic Planning Committee, which incorporated them into a draft strategic plan to be presented to the president and cabinet for consideration in April. Finally, the task forces' recommended actions and the university's operational goals were aligned to create Marymount's new strategic plan, titled *Building the Institution of Choice, 2013-2018*. The university's Board of Trustees reviewed and endorsed this plan in May 2013.

STRATEGIC PLAN

Goals and Actions

Offer rigorous, cohesive, integrated undergraduate and graduate curricula that produce superior graduates able to succeed in their positions and communities

- Increase the number of full-time faculty using tenure-track, renewable terms, and other models
- Maximize the academic impact of internship, service, and international experiences
- Increase the number of long-term faculty teaching first-year undergraduate courses
- Develop strategies for expanding online education opportunities that promote student-faculty connections in appropriate courses and programs
- Explore the creation of a School of Art and Design
- Secure dedicated advisors for first-year undergraduate students
- Support and expand the undergraduate pre-professional programs
- Expand the assistant dean of graduate studies into a full-time position to oversee development of academic, curricular, and social support for graduate students
- Review and expand scholarships and assistantship opportunities for graduate students
- Implement an integrated and comprehensive advising experience
- Expand support for student and faculty research and collaboration
- Review and clarify objectives and success of the current Liberal Arts Core and University Requirements



Percentage of employed alumni who say that their job is related to their field of study (one year after graduation)

52%
of undergraduate alumni, and 29% of graduate, have pursued additional education within five years after graduation.

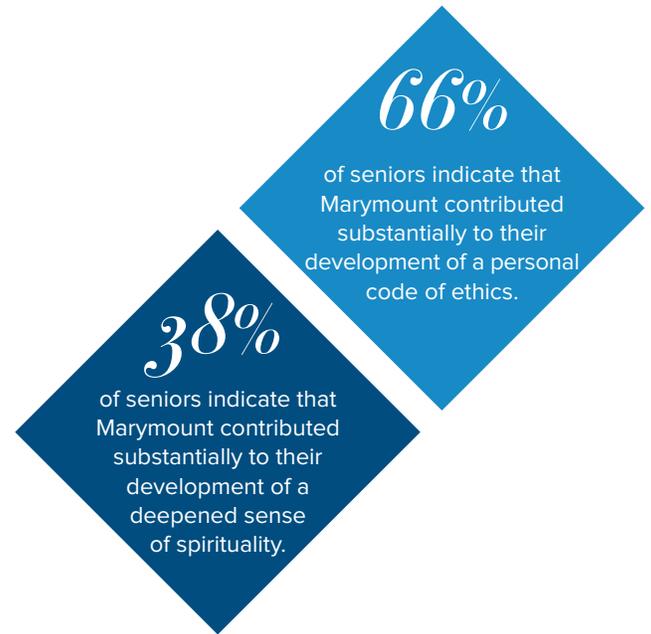
39%
of graduating seniors indicate that their Marymount education substantially increased their awareness of global issues.

Foster students' global perspective

- Ensure that curricular offerings at the undergraduate and graduate levels include global perspective
- Intentionally and strategically incorporate the global experience into student life
- Expand local partnerships and internships with a global focus
- Create long-term partnerships with international organizations to serve as hubs for global exchange programs
- Expand opportunities and funding to support global initiatives for students, faculty, and staff
- Support visiting international scholars on campus and international faculty-exchange programs

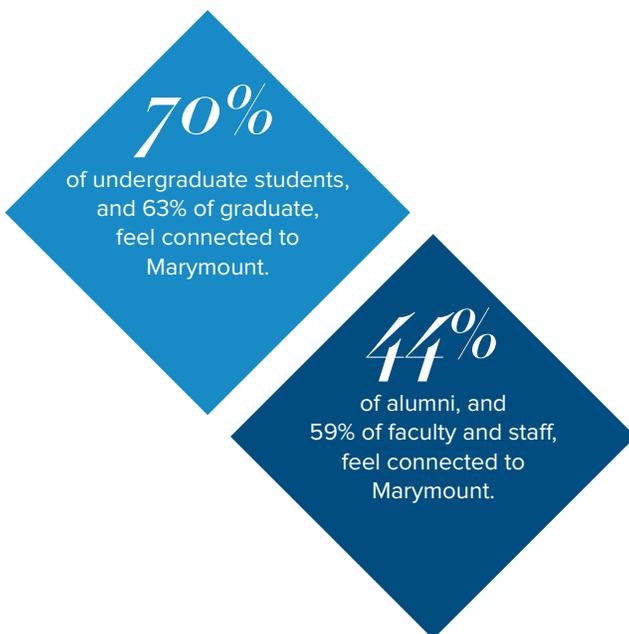
Strengthen Marymount's Catholic Identity

- Develop a shared understanding of Catholic identity through continued interfaith dialogue
- Strengthen the emphasis on ethics and the Catholic intellectual tradition inside and outside the curriculum
- Partner with local dioceses and other Catholic organizations whose missions and charism align with Marymount's
- Establish a university committee charged with defining and promoting Marymount's Catholic identity in light of the heritage of the Religious of the Sacred Heart of Mary
- Express the inclusive nature of Marymount's Catholic tradition
- Create tools and resources that will promote hiring to mission
- Expand collaborative ecumenical and interfaith programming related to service, leadership, and a global perspective
- Review the organizational structure of Campus Ministry



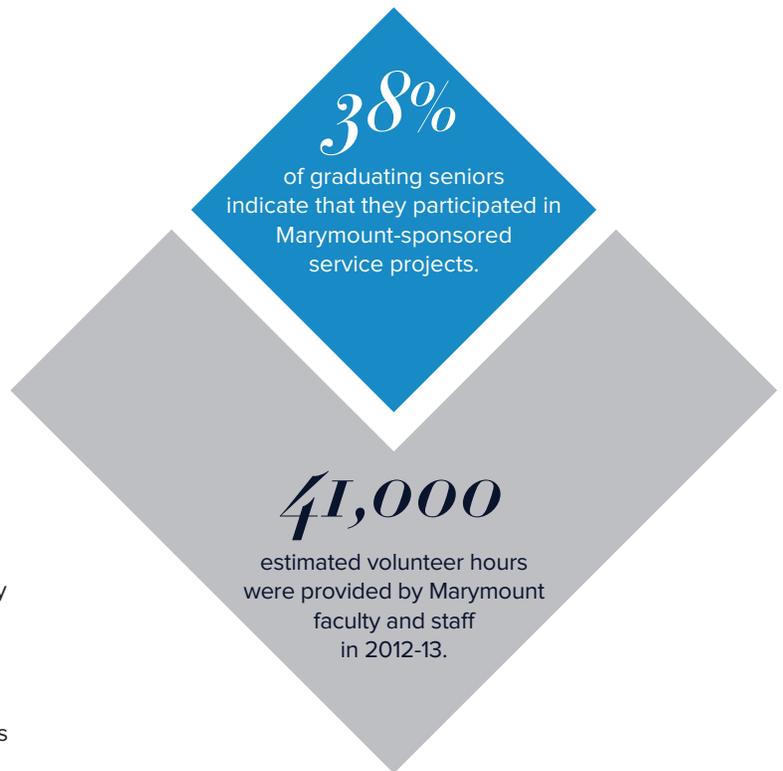
Promote a sense of community among students, alumni, faculty, and staff

- Brand major university events with the Common Ground theme
- Support the health and wellness of all members of the Marymount community
- Integrate athletics into the larger Marymount community through increased intercollegiate and intramural programs
- Increase the involvement and support of undergraduate and graduate alumni
- Review current space allocations to maximize opportunities for students to gather while strengthening organizational efficiencies
- Foster the development of Marymount's Staff Council
- Strengthen and expand resident-student programs to increase their connection to the larger university community
- Develop a Quality Enhancement Plan through active engagement of all community constituencies



Strengthen Marymount's ties to the larger community through outreach and collaboration

- Strengthen engagement with generations of Marymount alumni throughout their entire lives at both the undergraduate and graduate levels
- Establish a paid-leave program to encourage community service
- Create networking opportunities for graduate students and alumni
- Create an Office of Community Engagement to centralize Marymount's service learning and volunteer activities
- Establish a grant pool for community engagement scholarship and research
- Establish a Marymount speakers bureau to share faculty and staff expertise with the wider community
- Develop strategies to increase Marymount's engagement with community organizations throughout the national capital region
- Enhance opportunities for the university's neighbors to participate in athletic, recreational, and wellness activities with the campus community

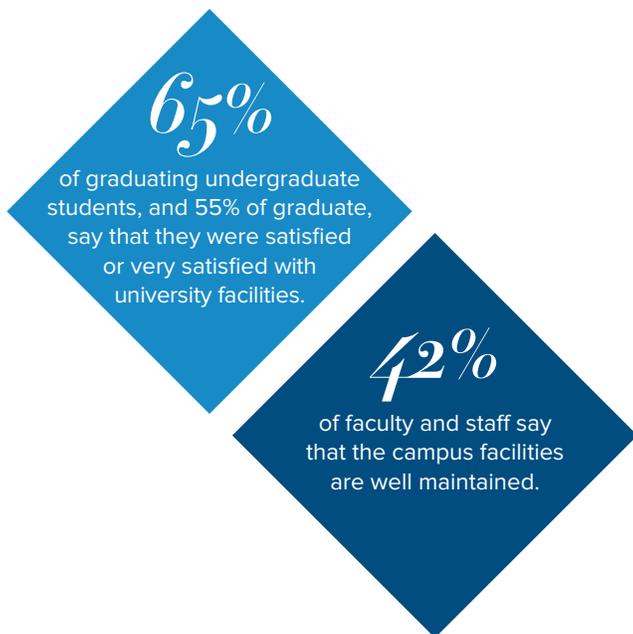
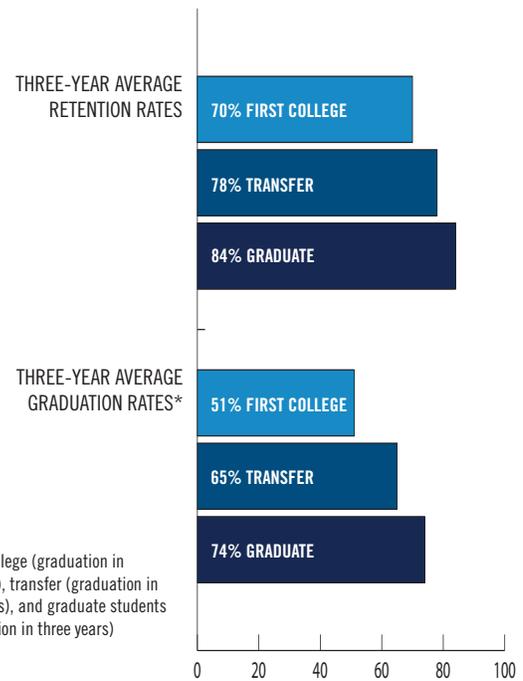


Promote greater awareness of Marymount and enhance its reputation

- Celebrate grants, service, and awards of Marymount faculty and staff
- Create a multi-year marketing plan that identifies and prioritizes target markets
- Strengthen Marymount's virtual presence and integrate social media efforts
- Improve the quality and utilization of the Marymount portal
- Establish a dedicated enrollment publications team within University Communications

Strengthen recruitment and retention of undergraduate and graduate students who are able to succeed in, and contribute to, the Marymount community

- Review and strengthen admission standards for both undergraduate and graduate applicants
- Improve the gender balance by recruiting and retaining more male students
- Review and strengthen merit- and need-based scholarship offerings to meet enrollment goals
- Target a more geographically diverse applicant pool both domestically and internationally, while maintaining racial and socioeconomic diversity
- Establish an annual cross-divisional kick-off event that reinforces interconnected roles in retention
- Form an Academic Engagement Group that coordinates curricular and co-curricular programming and promotes greater faculty engagement with students
- Develop a fuller understanding of student and alumni success in professional settings to emphasize institutional value



Maintain current and create future physical spaces that support the needs of students and the larger Marymount community

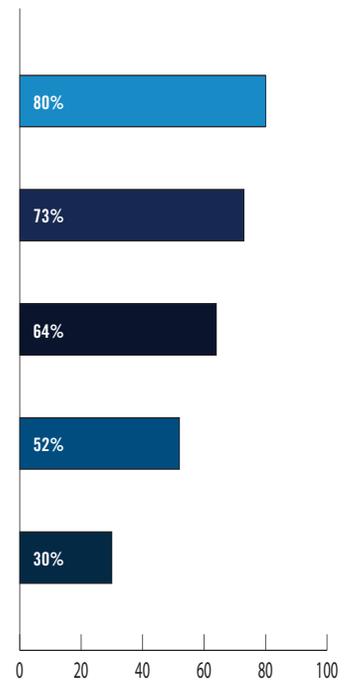
- Improve and expand on- and off-campus facilities supporting athletic, recreational, and wellness initiatives
- Promote increased access to Marymount facilities for all students, faculty, staff, and visitors
- Explore subsidized housing for faculty and staff with assigned duties related to student engagement
- Reprioritize Marymount’s Facilities Master Plan to address emerging university needs
- Develop and implement a preventative maintenance and replacement schedule that informs budgeting of long-term institutional needs
- Increase on- and off-campus housing options for graduate students
- Provide short-term housing options for visiting scholars and new faculty and staff relocating to the DC metropolitan area
- Build a large, multi-use space that can accommodate at least 500 people
- Redevelop the Ballston Center property to meet strategic goals of the university

Optimize the quality of the work environment for faculty and staff

- Expand cost-neutral benefits that support faculty and staff work-life balance
- Promote continued professional growth and development for all Marymount employees
- Explore benefits continuation beyond retirement for all employees
- Improve access to and training on technology-based tools that promote teaching and operational effectiveness
- Create and implement a salary structure that reflects local and national labor markets
- Implement a formal mentorship program focusing on junior faculty and staff
- Align and articulate faculty and staff benefits, including paid family leave
- Explore a phased retirement program for staff to ease the retirement process
- Evaluate a performance-based pay and promotion system for faculty and staff
- Develop an optional staff sabbatical or release-time program with clear returns for Marymount

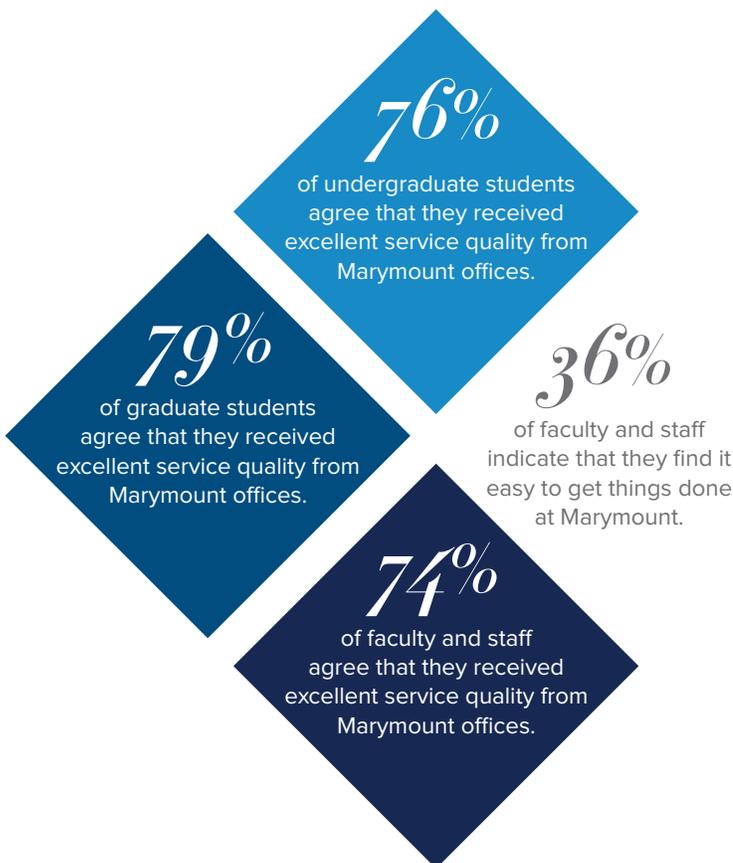
PERCENTAGE OF FACULTY AND STAFF WHO AGREE THAT:

- they like working at Marymount
- they are proud to work at Marymount
- Marymount allows for work-life balance
- the benefits package meets their needs
- they are compensated appropriately



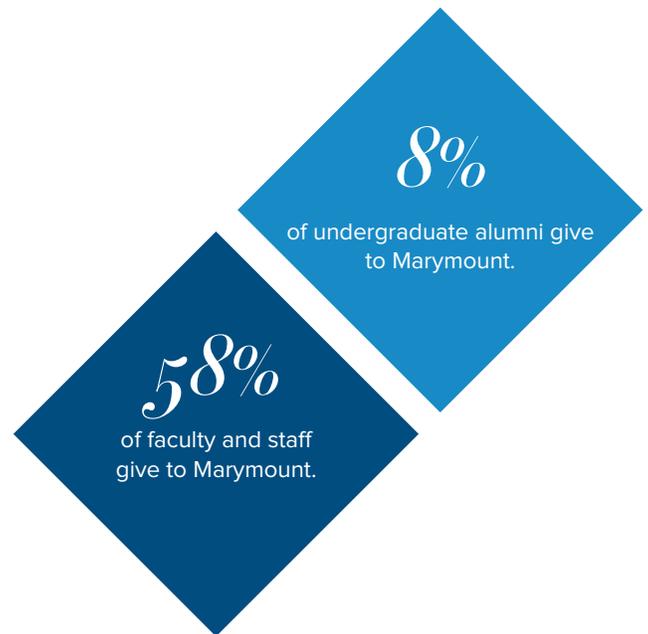
Achieve operational efficiency in all of Marymount's administrative functions

- Prepare for increasing demands on Marymount's technology infrastructure
- Strengthen the university's preparedness for short- and long-term emergencies through continued communication, training, and testing
- Improve service quality for students, faculty, and staff through ongoing evaluation and adjustment
- Create and support a Procedural Improvement Task Force to document and strengthen Marymount's internal processes
- Refine the Ideas at Work program to solicit ideas that directly support the strategic plan
- Create a single centralized, electronic university calendar for entering, retrieving, and promoting events and programs occurring on campus
- Create a Marymount at Your Service Center that promotes personal attention and assists students, faculty, and staff with operational procedures



Secure sufficient financial resources to advance the strategic plan

- Enhance Marymount's culture of philanthropy
- Develop and implement a systematic fundraising strategy that aligns with the university priorities of intellectual curiosity, service, and global perspective
- Establish a process for making incremental budget decisions based on strategic planning actions
- Establish a process for reviewing and reallocating school and department budgets to promote greater support of strategic planning actions
- Initiate a capital campaign to support the redevelopment of the Ballston Center, the creation of endowed scholarships, and other strategic priorities



Next Steps in Strategic Planning

With the strategic plan developed, the next steps in the process are its implementation and assessment.

The implementation of the plan begins in fall 2013; at the same time, actions scheduled for 2014-15 that require financial resources will be submitted for consideration by the University Budget Committee. In spring of each year, the Strategic Planning Committee will evaluate Marymount's progress on the plan, adjust the current actions, and identify new ones as appropriate. Each year, a revised plan reflecting the changes in strategic actions will be issued.

Assessment of the plan will come in three forms. Strategic indicators that measure global progress (e.g., retention and graduation rates, survey results, and changes in budgeting) will provide a means of monitoring the overall impact of the strategic plan. The SPC will conduct an annual review of the progress on the plan's actions and adjust accordingly. Finally, academic programs and administrative departments receiving university funding that is linked to the strategic plan will assess the impact of those expenditures through Marymount's existing assessment processes.

Data referenced in this publication are taken from the following sources:

2011 Marymount Image Survey

2011 National Study of Student Engagement

2012-13 Marymount Graduating Student Survey

2012-13 Office of Development Services Report

2012-13 *Perspectives: Marymount Fact Book*

2012 Marymount Alumni Survey

2012 Marymount at Your Service Survey of Students

2013 Community Engagement Survey

2013 Marymount at Your Service Survey of Faculty and Staff



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