Momentum:
The Marymount Strategic Plan, 2019-2024

April 2019
1. New Vision
2. The New Plan
   1. Balanced Score Card Approach
   2. Specific Initiatives
   3. Using the Plan
3. Overview of the Measures
4. Q and A
Marymount, a leading Catholic University, will be nationally recognized for innovation in and commitment to student success, alumni achievement, and faculty and staff excellence.
Marymount’s Vision: Who we are becoming!!

- Outstanding faculty and staff
- Generates the resources to expand investment
- Ensure successful students
- Who thrive as they enter their outside communities
Balanced Score Card – A system for linking big-picture strategy to the details of the organization and ensure goals are appropriately addressed and met

**Stakeholders** – Constituents experience of the goal

**Finance** – Potential revenue and needed investments

**Processes** – Changes to how we do things

**Capacity** – Core elements to be adjusted
Marymount, a leading Catholic University, will be nationally recognized for innovation in and commitment to student success, alumni achievement, and faculty and staff excellence.

Marymount is a comprehensive Catholic university, guided by the traditions of the Religious of the Sacred Heart of Mary, 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.
## Distinctive Identity

**Remain true to our RSHM tradition**

| Nationally Recognized University Leader | • Pursue national rankings and recognition of programs and services  
• Expand research and knowledge creation  
• Secure AACSB accreditation |
|---|---|
| $250 Million Endowment | • Design, launch and implement a comprehensive capital campaign  
• Increase endowment to $250M |
| Living and Sharing Our Story | • Articulate Catholic identity in light of the RSHM  
• Build a Culture of Pride and Purpose |
| Comprehensive Marketing and Branding | • Strengthen Marketing and Branding |
### Transformative Experiences

- **Preparing our students for the complex world**

| Learning Across Boundaries | • Expand co-curricular experiences  
|                           | • Develop Living Learning Communities |
| Invest in HIPs            | • Support Faculty and Student Research  
|                           | • Coordinate a plan for High Impact Practices (HIPs) |
| Innovative Curriculum and Advising | • Strengthen curriculum management and delivery  
|                           | • Transformative advising and mentoring  
|                           | • Expand experiential learning and global opportunities |
| Purpose Driven Liberal Arts | • Revise the Core Curriculum  
|                           | • Leverage the DC Region |
### Vibrant Community

- Creating a place where students, faculty and staff want to be

| Arlington’s University | • Develop the bold and responsive plan for expansion of Arlington presence  
| • Ensure the Rixey property is a successful part of Marymount |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Invest in People and Places | • Establish a competitive total compensation plan  
| • Strengthen alumni relations |
| Enable a High Performing Culture | • Establish a high performing culture of goals and incentives  
| • Expand academic and operation technology (WorkDay) |
| Irresistible and Welcoming Campus | • Implement Campus Master Plan  
| • Expand Service Quality |
## Sustainable Future

- Ensuring the resources to meet the vision

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<th>The Marymount Pledge</th>
<th>• Define the Pledge</th>
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| Enrollment and Retention | • Focused, Intentional Retention Programs (90%)  
|                       | • Achieve plan objectives through Public/Private Partnerships |
| Long-Term Enrollment Growth | • Grow Enrollment (10,000)  
|                           | • Build Online Infrastructure |
| Market- and Mission-informed academic programs | • 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 |
So now what???

- Each initiative will have an “owner” who:
  - Develops an action plan, and
  - Facilitates conversations

- Action plans drafted in May 2019 will:
  - Serve as a “starting point”
  - Provide the basis to estimate costs, and
  - Provide checkpoints to ensure continued and timely work on the initiative

- Once Action Plans are drafted, teams will be developed that:
  - Develop the full plan, and
  - Oversee the implementation of the action
Using the Plan

• Where do we use the plan?
  • New program development
  • School and Division Strategic Plans
  • Assessment activities

• Guidelines:
  • Using a specific initiative:
    • Appropriate when there is a direct “call out”
  • Using the mission and vision:
    • Appropriate at all times; nothing should be done without consistency here
  • Using the four strategic imperatives:
    • Appropriate as guides in developing new ideas and providing context for existing activities
Measures of Success

What they are:

- Global measures of advancement toward the vision
- Indicators of where we’re seeing movement and where we need to redouble efforts
- Often linked to specific initiatives, but in some cases cut across several

What they are not:

- A test for Marymount relative to external agencies (e.g., SACSCOC)
Staying connected

www.Marymount.edu/strategic

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. Over the course of nine months, the entire Marymount community was involved in various ways developing a dynamic strategic plan that the university proudly supports.

**Momentum: The Marymount Strategic Plan 2019–2024**

*March 2019 version*

**Mission**

Marymount is a comprehensive Catholic university, guided by the traditions of the Religious of the Sacred Heart of Mary, that emphasizes intellectual curiosity, service, and engagement.