

University of Detroit Mercy

Strategic Plan

Strategic Vision

As a Catholic, urban and comprehensive university, UDM will provide all students with a holistic learning experience that is personalized, values-based and relevant. The students' engagement with the community of learning will be intense, multi-cultural and interdisciplinary, leading to the development of competence and commitment to provide effective leadership and service to both the urban and global communities.

Strategic Priorities

- **Academic Excellence**
- **Mission Effectiveness**
- **Environmental Excellence**
- **Service Excellence**
- **Fiscal Excellence**
- **People Excellence**

To accomplish the strategic vision, guided by our strategic priorities, the Strategic Planning Team, together with stakeholders, developed the following

Strategic Goals:

1. Distinguish UDM for its excellence and unique qualities.
2. Provide campuses and facilities that foster a vibrant environment.
3. Increase enrollment.
4. Increase financial resources.
5. Promote organizational excellence and continuous improvement.
6. Foster the personal and professional growth of all University community members.

Objectives and Action Steps

The Strategic Planning Team has identified the following objectives and action steps that will lead to the implementation of our Strategic Goals and the achievement of our Strategic Vision. The corresponding priorities are in parentheses.

Goal 1. Distinguish UDM for its excellence and unique qualities.

Objective 1. Enhance the national and international image of the University of Detroit Mercy. (ACADEMIC EXCELLENCE)

Action Steps

- 1-1.a Review of Core Curriculum by all stakeholders.
- 1-1.b Implement new core curriculum and processes to maintain its relevancy and ability to distinguish UDM.
- 1-1.c Achieve national/international recognition.
- 1-1.d Increase reporting of outcomes nationally.
- 1-1.e Improve branding and public relations.
- 1-1.f Improve UDM website functioning.
- 1-1.g Use electronic media to increase web presence.
- 1-1.h Create nationally/internationally renown speakers' series.
- 1-1.i Increase alumni pride based on University community achievements and successes.

Goal 1. Distinguish UDM for its excellence and unique qualities.

Objective 2. Celebrate and grow the multicultural and diversity assets and opportunities for the University community. (ACADEMIC EXCELLENCE and PEOPLE EXCELLENCE)

Action Steps

- 1-2.a Implement strategies to retain minority faculty, staff, and administrators.
- 1-2.b Increase minority faculty and administrators with a special emphasis on African American faculty.
- 1-2.c Ensure an environment of "inclusive excellence" throughout the University community.
- 1-2.d Recruit and retain minority students, with an emphasis on African American.

- 1-2.e Increase student participation and interaction in multicultural activities.
- 1-2.f Review diversity content in academic and social courses, programs and experiences.
- 1-2.g Foster global awareness and thinking across the University.
- 1-2.h Assess the outcomes of multicultural activities.

Goal 1. Distinguish UDM for its excellence and unique qualities.

Objective 3. Inform all University of Detroit Mercy stakeholders about the Catholic/Mercy/Jesuit/Urban Mission and Identity. (MISSION EFFECTIVENESS)

Action Steps

- 1-3.a Increase and widen mission and identity activities for new and existing faculty, staff and students.
- 1-3.b Provide in-depth mission and identity activities (especially those offered by national Jesuit and Mercy organizations) as a component of senior leadership development.
- 1-3.c Continue and develop activities for reflection on mission and identity with Board of Trustees.
- 1-3.d Develop opportunities for UDM stakeholders to participate in various forms of the *Spiritual Exercises*.
- 1-3.e Develop and implement ongoing outcomes-based assessment of mission effectiveness.

Goal 2. Provide campuses and facilities that foster a vibrant environment.

Objective 1. Improve University facilities. (ENVIRONMENTAL EXCELLENCE)

Action Steps

- 2-1.a Identify capital improvement projects.
- 2-1.b Complete financing plan for University master plan.
- 2-1.c Raise funds to support master plan.
- 2-1.d Implement the University master plan.
- 2-1.e Continue capital projects on McNichols Campus.

Goal 3. Increase enrollment.

Objective 1. Improve retention of current students and create experiences to help students identify strongly as members of the University of Detroit Mercy Community. (SERVICE EXCELLENCE and FISCAL EXCELLENCE)

Action Steps

- 3-1.a Pilot the first-year/new student experience, Phase I.
- 3-1.b Implement first-year/new student experience, Phase II.
- 3-1.c Implement a commuter council.
- 3-1.d Pilot the emerging leaders program for all students.
- 3-1.e Measure the effectiveness of service-learning experiences for all students.
- 3-1.f Institute a comprehensive student retention program.

Goal 3. Increase enrollment.

Objective 2. Identify, assess, and deliver redesigned and/or new programs. (ACADEMIC EXCELLENCE and FISCAL EXCELLENCE)

Action Steps

- 3-2.a Streamline processes and information requirements for review of programs.
- 3-2.b Institute comprehensive student recruitment program.
- 3-2.c Improve the processes for providing resources to ensure the success of programs.
- 3-2.d Launch new and deliver redesigned programs.
- 3-2.e Review and eliminate unsuccessful programs.

Goal 3. Increase enrollment.

Objective 3. Identify, assess, and deliver redesigned and/or new online programs. (ACADEMIC EXCELLENCE)

Action Steps

- 3-3.a Assess the current status of UDM online programs; identify barriers, potential programs, needed resources and policy and budgetary implications.

3-3.b Create intellectual property rights contract and implement with faculty delivering online courses.

3-3.c Develop market-driven online programs.

3-3.d Launch market-driven online programs.

3-3.e Monitor and adjust UDM technology infrastructure to meet the needs of online/hybrid education.

3-3.f Ensure UDM has professional staff to support online/hybrid educational programming.

Goal 4. Increase financial resources.

**Objective 1. Launch and support comprehensive fundraising campaign of \$130 million.
(FISCAL EXCELLENCE)**

Action Steps

4-1.a Prepare plan for campaign.

4-1.b Begin Quiet Phase, in which 50% of goal will be reached.

4-1.c Launch public phase of campaign.

Goal 4. Increase financial resources.

Objective 2. Increase grant writing and grant acquisition for scholarship, research, and program development. (FISCAL EXCELLENCE)

Action Steps

4-2.a Increase grants/contracts activities of faculty.

4-2.b Increase the number of successfully funded grants/contracts.

4-2.c Collaborate with others to increase grant/contract acquisition.

Goal 5. Promote organizational excellence and continuous improvement.

**Objective 1. Improve University efficiency and effectiveness.
(SERVICE EXCELLENCE)**

Action Steps

5-1.a Ensure effective functioning of Titan Connect.

- 5-1.b Ensure effective use of space and inventory.
- 5-1.c Implement common electronic UDM calendar and space reservation system.
- 5-1.d Redesign scheduling system to make effective use of current space.
- 5-1.e Implement efficient use of human/faculty resources using the Performance Communication System.
- 5-1.f Identify and implement best practices to gain efficiency and effectiveness in administrative, service, and shared governance structures.
- 5-1.g Assess outcomes of shared governance system.
- 5-1.h Improve data collection.
- 5-1.j Improve data management.

Goal 6. Foster the personal and professional growth of all university community members.

**Objective 1. Foster personal, professional growth, and leadership development.
(PEOPLE EXCELLENCE)**

Action Steps

- 6-1.a Strengthen the ongoing Professional Development Planning process, including staff Annual Performance Review and Faculty Annual Report.
- 6-1.b Include annual reflection and review of personal development for all employees.
- 6-1.c Find ways to publicize the accomplishments of individuals in the University community.
- 6-1.d Design and implement a center for teaching, learning, and assessment excellence.
- 6-1.e Provide forums for supervisors to recognize and respond to personal growth issues that affect the workplace.
- 6-1.f Develop a “new leader” development program for faculty, staff, and administrators.