

University of Detroit Mercy

Strategic Plan: 2012-2017

Strategic Vision

As a Catholic, urban and comprehensive university, University of Detroit Mercy will provide all students with a holistic learning experience that is personalized, values-based and relevant. UDM 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 Goals

The overarching goals that this plan will achieve are:

- 1. Increased Enrollment, Retention and Graduation of Students;*
- 2. Heightened Distinction of the University; and*
- 3. Strong Financial Health.*

Strategies and Action Steps

I. Drive Academic Excellence.

- Create and market excellent programs to attract and retain more academically-talented students.
- Ensure excellence in learning, teaching, and assessment of academic outcomes.
- Recognize publically and often the teaching and scholarly accomplishments and national and international reputations of faculty, staff and administrators
- Expand global awareness and perspectives across the University.

II. Promote and Enhance the Unique UDM Student Experience To Strengthen Our National and International Reputation.

- Live the Catholic, Mercy, Jesuit, and Urban Mission and Identity.
- Foster the personal, professional growth and leadership development of all students.
- Ensure an environment of "inclusive excellence" throughout the University community.
- Accentuate UDM's commitment to service and community engagement.
- Capitalize on University of Detroit Mercy's historic name and image locally, nationally and internationally.
- Assure excellence in facilities on all campuses to provide vibrant learning, living and working environments.
- Create experiences to help all students identify strongly as members of the University of Detroit Mercy Community.
- Increase alumni loyalty based on their lifetime achievements that was made possible by their UDM.
- Develop a culture of exceptional customer service and quality.
- Create learning experiences that students value and remember.

III. Ensure A Leadership and Decision-Making Culture that Fosters the Successful Management of Operations.

- Ensure excellence and consistency in university policies, procedures, standards and processes.
- Ensure the comprehensive and annual assessment of administrative outcomes.
- Develop additional and varied revenue sources in addition to tuition.
- Improve the outcomes of University Advancement.
- Institute a change process to improve the University leadership style and culture to enhance the quality of its decision making.
- Ensure that the practice of management is evidenced-based, data-driven, and results oriented.

Implementation Grid

STRATEGY 1		Drive Academic Excellence			
Leader		Vice President for Academic Affairs			
ACTION STEPS		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
1.1	Create and market excellent programs to attract more academically-talented students.	Academic Affairs, Colleges and Schools, Faculty, Enrollment Management	Increase overall enrollment by 5 % annually. Use three-year trend data between 2009 and 2011 to establish baseline best practices in 2012.		
1.2	Ensure excellence in teaching, learning, and assessment of academic outcomes.	Academic Affairs, Colleges and Schools, Outcomes Assessment Team	Implement UDM's comprehensive Assessment Plan in 2013. Establish baseline best practices and metrics in 2012. Establish a Center of Teaching, Learning, and Assessment Excellence by 2013.		
1.3	Recognize publically and often the teaching and scholarly accomplishments and national and international reputations of faculty, staff and administrators.	Academic Affairs, Colleges and Schools, and Office of Sponsored Research	Compile the teaching and scholarly accomplishments and national and international reputations of faculty, staff and administrators in 2012. Also, develop a five-year hiring plan by College/School to build faculty excellence.		
1.4	Expand global awareness and perspectives across the University.	Academic Affairs, Colleges and Schools	Identify and assess UDM's current international initiatives and develop plans for more intense international involvement by students, faculty, staff and alumni.		

STRATEGY 2	Promote and Enhance the Unique UDM Student Experience That Has Developed Our National and International Reputation
Leaders	Vice President for Academic Affairs, Vice President for Enrollment Management

ACTION STEPS		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
2.1	Live the Catholic, Mercy, Jesuit and Urban Mission and Identity.	Human Resources, Mission and Identity, Campus Ministry, Catholic Studies, and Mission Effectiveness Committee	Identify indicators and establish baseline best practices and metrics in 2012.		
2.2	Foster the personal, professional growth, and leadership development of all students.	Student Affairs, Human Resources, and Academic Leadership Team	Establish baseline best practices and metrics in 2012.		
2.3	Ensure an environment of "inclusive excellence" throughout the University community.	Inclusive Excellence Task Force	Establish baseline best practices and metrics in 2012.		
2.4	Accentuate UDM's commitment to service and community engagement.	Academic Affairs, Student Affairs, ILS and University Ministry	Identify UDM's current and extensive involvement in service and the community and develop a plan for increased participation over the next five years.		
2.5	Capitalize on University of Detroit Mercy's historic name and image locally, nationally and internationally.	Marketing and Public Affairs, and Alumni Relations	Identify UDM's national strengths and its successful alumni from University of Detroit, Mercy College and University of Detroit Mercy. Use these data to increase enrollment and fundraising.		
2.6	Assure excellence in facilities on all campuses to provide vibrant learning, living and working environments.	President's Cabinet, Academic Leadership Team and Associate Vice Presidents	Assess the needs of each of the three physical plants and campuses and develop a comprehensive Master Plan with projected costs. Establish baseline best practices and metrics in 2012.		

ACTION STEPS		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
2.7	Create experiences to help all students identify strongly as members of the University of Detroit Mercy Community.	Academic Affairs, Enrollment Management, Colleges/Schools, and University Advancement	Under the leadership of the Academic Affairs Division, convene a representative group of faculty and staff to identify and establish baseline best practices and metrics in 2012.		
2.8	Increase alumni loyalty based on their lifetime achievements that were made possible by their UDM education.	University Advancement, Alumni Relations, and Marketing and Public Affairs	Under the direction of University Advancement, develop a process to obtain information from each of the Deans and faculty to identify successful UDM alumni.		
2.9	Develop a culture of exceptional customer service and quality.	Human Resources	Under the combined leadership of the Finance, Academic and Student Affairs Divisions, assemble a group to identify the key indicators of customer service and quality.		
2.10	Create learning experiences that students value and remember.	Academic Affairs, Colleges and Schools, and Outcomes Assessment Team	Under the leadership of the Academic Affairs Division, convene a representative group of faculty and staff to identify the key learning metrics.		

STRATEGY 3	Ensure A Leadership and Decision-Making Culture that Fosters the Successful Management of Operations.
Leaders	Vice President for Business and Finance and Vice President for University Advancement

ACTION STEPS		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3.1	Ensure excellence and consistency in university policies, procedures, standards and processes.	Associate Vice President for Human Resources and Payroll and Vice Presidents	Under the leadership of the Director of Human Resources, create a task force to establish baseline best practices and metrics to measure University efficiency and effectiveness in 2012.		
3.2	Ensure the comprehensive and annual assessment of administrative outcomes.	Vice President for Finance, Associate Vice President for Human Resources and Payroll, McNichols Faculty Assembly	Under the combined leadership of the Vice President for Finance and Director of Human Resources, establish a process to identify metrics for administrative operations and assessment to measure University efficiency and effectiveness in 2012.		
3.3	Develop additional and varied revenue sources in addition to tuition.	University Leadership Team (i.e., President's Cabinet, Academic Leadership Team, Associate Vice Presidents	The University Leadership Team will identify a list of potential external resources and strategies to obtain them so that they can be used for future funding of the annual budgets.		
3.4	Improve the outcomes of University Advancement.	University Advancement, Annual Giving & Alumni Affairs	Increase fundraising and the number of gifts from alumni, friends, foundations and government in all areas, i.e. annual giving, planned giving, endowments, etc. by at least 5% annually.		

ACTION STEPS		Responsibility	Measurement Metric and Target Date	Outcomes	Next Steps/Budget
3.5	Institute a change process to improve the University leadership style and culture to enhance the quality of its decision making.	President and University Leadership Team	Create a task force to establish baseline best practices and metrics in 2012. (The key criteria will be developed before the conclusion of this Strategic Planning process.)		
3.6	Ensure that the practice of management is evidenced-based, data-driven, and results oriented.	President's Cabinet, Academic Leadership Team, and Associate Vice Presidents	The ALT and PC will establish baseline best practices and metrics in 2012.		

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