



UNIVERSITY OF
**DETROIT
MERCY**
Build A Boundless Future

*Fifth-Year Report on the
University of Detroit Mercy
Strategic Plan: 2012-2017
Executive Summary
October 13, 2017*





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Dear Detroit Mercy Community and Friends:

Since Fall 2012, the University has been working diligently over the past five years to implement the *University of Detroit Mercy Strategic Plan: 2012-2017*. As you will read, significant progress has been made on each of the goals; but more intensive work is needed to increase our enrollment, retention and graduation of students. This fifth and final report on the *University of Detroit Mercy Strategic Plan: 2012-2017* provides examples where University colleagues made substantial progress in academics, online education, faculty scholarship, the comprehensive campaign, student recruitment and retention, neighborhood improvement initiatives, community service, campus-wide cost-savings recommendations and facilities initiatives during the 2017 Fiscal Year.

While this is the last report on *Strategic Plan: 2012-2017*, the Strategic Planning Team has already begun the process of developing the next five-year plan, which will possibly continue to some of the five major goals: Drive Academic and Institutional Excellence; Increase Enrollment, Retention, and Graduation of Students; Heighten the Distinction of the University; Create a Culture that Fosters Effective Management and Strong Financial Health; and Amplify the University's Dynamic Community Engagement. If you would like more detailed information on the objectives of each goal go to www.udmercy.edu/governance/teams/strategic/documents.

The University achieved several noteworthy national rankings in 2016-2017. For the 16th consecutive year, Detroit Mercy was ranked in the top 25 of universities in the Midwest Region in the 2017 edition of *U.S. News & World Report's* "Best Colleges." The magazine also named Detroit Mercy as one of the "Best Colleges for Veterans" in our region as well as an "A+ School for B Students." Our undergraduate engineering and business programs also made the list of "Top 100 undergraduate engineering schools" and "Top 10 in Management," respectively.

Thank you for your individual and collective efforts as we continue to "Build a Boundless Future" by promoting and advancing the University's key strategic messages: **Great Academics, Great Jesuit and Mercy Values, Great American City and Great Outcomes.**

Sincerely,

A handwritten signature in black ink that reads "Antoine M. Garibaldi".

Antoine M. Garibaldi, Ph.D.
President



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Goal I: Drive Academic and Institutional Excellence. As the University continues to enhance academic and institutional excellence, it will regularly evaluate learning, teaching, scholarship and assessment of academic outcomes. Leveraging technology with innovative techniques will ignite excellence while the University strengthens its culture of exceptional customer service, expands global awareness and perspectives, and celebrates and broadens inclusive excellence. *(Primary persons with lead responsibility for implementation: Provost and Vice President for Academic Affairs and Academic Leadership Team)*

- Two sessions at the fall Colleague Development Days focused on student learning and program improvement based on assessment data collected through the efforts of the Assessment Team. The programs presented were Writing Resources for Students and Best Practices in the Assessment of Student Learning.
- A Center for Excellence in Teaching and Learning (CETL) Committee comprised of faculty, administrators and staff from key student support offices was created to develop a vision for the CETL. Based on feedback from stakeholders, as well as research about best practices, a case statement is currently being developed and sources of funding are being identified.
- A Faculty E-Handbook was developed by the Faculty Development Team and will be launched in the fall of 2017 at <http://libraries.udmercy.edu/faculty/handbook/>.
- Faculty participation in August 2017 Fall Colleague Development Days was 36% more (from 97 to 132) than 2016 August Fall Colleague Development Days. Faculty participation in 2017 Mid-Year Colleague Day was 142% more (from 38 to 92) than 2016 Mid-Year Colleague Day.
- The College of Engineering & Science Annual Student Research Symposium was held on October 14, 2016 with more than 125 undergraduate and graduate students presenting original faculty-mentored research and design work in ten disciplines to more than 100 visiting prospective students and 50 alumni and guests.
- Detroit Mercy students/recent alumni had access to 1,417 employment opportunities posted in TitanCareerLink by 371 organizations between July 1, 2016 and May 4, 2017. One hundred and fifty-one unique organizations participated in the 2016-17 Fall and Spring Career fairs to recruit Detroit Mercy students for experiential learning, entry-level and graduate and professional school opportunities.



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- A state application to be a State Authorization Reciprocity Agreement (SARA) institution was completed and will be submitted to the Michigan Department of Licensing and Regulatory Affairs (LARA) in fall 2017 for the purpose of increasing the number of states from which the University may recruit and admit online students. SARA participation eliminates the requirement to apply for individual state authorizations to offer online education in participating states.
- The Transfer Team, part of the McNichols Registrar's office, launched a pilot program for new undergraduate transfer students that proved to be quite successful and will be expanded in 2017-2018.
- A Student Satisfaction Survey was distributed in March to undergraduate, graduate and professional students enrolled on all three campuses. Student response rates were 16% and faculty and staff response rates were 36%. Results will be analyzed and presented to the university community for discussion and the development of action steps.
- The Academic Exploration program was reorganized and renamed Academic Interest and Major Exploration (AIME) and moved to the Student Success Center.
- The First Gen program continued in its second year. The two-year-old program brings together first-generation students with staff and faculty who meet and provide support and advice for each other. This group was featured in a Bridge Magazine article on the special challenges faced by first-generation and economically disadvantaged college students.
- The College of Business Administration (CBA), College of Liberal Arts & Education (CLAE) and School of Architecture (SOA)) led Internationally Based Educational Experiences (IBEE's) in 2016-17. International Business students visited Spain; CLAE students traveled to Cuba; Architecture and CLAE students traveled to Volterra.
- Six Detroit Mercy faculty traveled to Brazil through a Fulbright Hays Group Project Abroad to gain multiple perspectives of the African experience in the context of Brazil and to identify the potential for future programming in Brazil.
- Leveraging of existing partnerships resulted in a variety of experiences for students and faculty with collaborations such as: the Master of Community Development (MCD) program joining with the College of Liberal Arts & Education to create a Cuban-focused winter elective in Cuba; the Jesuit community in Havana was a focus of Detroit Mercy



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visits; Campus Ministry remains committed to immersion trips in El Salvador through AJCU partner Casa de la Solidaridad; ICAM in France continues to send students to Detroit Mercy for the engineering programs; and the College of Business Administration signed a partnership agreement with Sogang University in South Korea through the AJCU Shared Programs Network.

- Two International Hours were scheduled in November 2016 and April 2017. At the first session, approximately 30 students and faculty participated and discussed the Presidential Election and other current issues. The second presentation attended by 20 students, was led by Dhruv Patel, a senior student in the College of Business Administration, who discussed his experiences as a Detroit Mercy student in the United States.
- The Chinese New Year Celebration was held February 3, 2017. More than 150 students, faculty and administrators enjoyed Chinese food and entertainment as well as competitive activities.

Goal II: Increase Enrollment, Retention, and Graduation of Students. The University will increase student enrollment, retention and graduation rates by developing additional excellent learning experiences and facilities on all campuses. Programs that meet the needs of diverse communities of learners will be established, sustained and marketed to attract and retain talented students. The hallmark of a distinctive Detroit Mercy student experience will include opportunities for personal, professional and leadership development. *(Primary persons with lead responsibility for implementation: Vice President for Enrollment Management and Student Affairs, Academic Leadership Team and Intercollegiate Athletics)*

- The enrollment target for FY 2016 for first-time students was met with 532 enrolled.
- A significant number, 75,000, of talented high school sophomore, junior and senior names were purchased in order to build an appropriate inquiry pool for 2017 fall and beyond.
- Two new cohorts from two Chinese Universities, Beijing University of Chemical Technology (BUCT) and YIT, will begin in the fall of 2017 with approximately 80 new students, including 62 transfers and 27 graduate students.
- The Dual Enrollment Program was significantly promoted by admissions staff and faculty, resulting in an increase of students in fall 2016 from 65 in 2015 to 88 in 2016.



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- A similar number of applications were received for 2017 compared with 2016 and confirmations are 7% higher than last year, 570 compared with 532.
- To assist in increasing the student Veteran population on campus, the Admissions Office has collaborated with representatives from Henry Ford College, Macomb Community College and Schoolcraft College.
- International recruitment has expanded for transfer students. Contacts were made at two English as a Second Language (ESL) testing centers in Metropolitan Detroit to establish connections with international students.
- Overall enrollment decreased from fall 2015's 4,920 total headcount to 4,875 in fall 2016.
- An early packaging of financial aid offered to freshmen students for the fall entering class resulted in positive outcomes.
- Retention of the fall 2015 first-time student cohort was 82.9%, 1.8% lower than the previous year but 2.8% higher than the average of 80.1% over the last nine years.
- The fall-to-winter transition rate for Fall 2016 to Winter 2017 for first-time students was 93.7%, 1.6 points higher than the ten-year average of 92.2%, and higher than last Winter's rate of 92.8%.
- The Transfer Credit system is online for use by all current and prospective students.
- A major project was completed so that the new fall 2017 Core Curriculum is now reflected in the Transfer Credit System, along with the previous core curriculum for students who entered Detroit Mercy summer 2017 or earlier.
- In addition to the transfer information being regularly updated in the Transfer Credit System and on the Transfer Table, there are 131 Transfer Guides available from 25 two-year and four-year institutions with most updated annually. Fifty-five institutions are represented on the Detroit Mercy Nursing and Dental Hygiene Transfer Table.
- An agreement with Cornerstone University was signed in February 2017. The agreement allows a smooth transition for Cornerstone Associate of Science in Health Services



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students to Detroit Mercy's traditional nursing program. Cornerstone will recruit 20 students each year.

- Detroit Mercy representatives involved in the Rebuild Detroit (NIH Grant) program spoke to large groups of students of arts, sciences and math faculty at three local community colleges. Faculty from the community colleges were encouraged to nominate students and share information about the program with potential students. The efforts resulted in several nominations and applicants.
- Several facilities projects were completed in 2016-2017 including upgrades in the Ford Life Sciences Classroom 116 and 118; Shiple Hall 2nd, 3rd and 4th floor shower renovations; roof replacement on the dental clinic building; McNichols Campus Library study rooms; TRiO program room renovation on the northeast corner of the McNichols Campus Library; and the Student Center conference room project.
- There were 762 residential students for the Fall 2016 semester.
- Residence Life implemented a new Housing Software Management system that will allow the student to manage its housing online and create greater efficiency in the operations of Residence Life. The department also created a First-Year Service Cohort, which will begin in 2017-2018 to consistently engage those students who are passionate about service and justice.
- The Master of Arts in Teaching Mathematics was discontinued.
- The African American Studies minor was approved to begin in Fall 2016.
- The following 5-year programs were approved for Fall 2016:
 - Bachelor of Science with a major in Biology/Master of Environmental Engineering
 - Bachelor of Science in Computer and Information Systems with a major in Cybersecurity/Master of Science in Intelligence Analysis
 - Bachelor of Science in Computer and Information Systems with a major in Cybersecurity/Master of Science in Information Assurance
 - Bachelor of Arts with a major in Financial Economics/Master of Arts in Financial Economics



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- Twenty-one students received the Emerging Leaders Medallion award: four students received the John Daniels Servant Leader of the year award: twenty students received the Emerging Leaders Pin Award. We also held Student Leadership and Service conferences and two Emerging Leaders Meet and Greets.
- Eight Leadership Slams were conducted during the winter term. Speakers included Trustee Brian Cloyd and other prominent alumni and guests.
- University Advancement developed a strategic three-year marketing and communications plan for 2017-2020 that supports activities and recruitment efforts conducted by the Office of Enrollment Management. This plan will promote the institution to prospective undergraduate and graduate students via television, radio, digital, billboard, print and other advertising venues.
- Utilized Merit software to promote student achievement by creating more than 4,192 press releases that were sent to the home town newspapers of students as well as Facebook sites. These resulted in more than 5,811 views. In addition, 472 faculty and 86 programs were highlighted in Campus Connections.
- A strategic marketing plan for transfer students is ongoing. Individual graduate program coordinators are continuing meetings with admissions staff to enhance recruitment communications and outreach for the individual programs.
- Outreach to student organizations at community colleges is being conducted in addition to classroom visits to speak to students who are interested in transferring.
- A new web site was launched in late February 2017 that is more responsive, mobile/device friendly and interactive. This new website continues to increase the institutions visibility on the Internet, as evidenced by the following: in April of 2017, Detroit Mercy had 227,109 visits to the website, compared with website 185,887 in April 2016. This is an increase in traffic of approximately 22 percent.
- Several discount programs for graduate cohorts were identified and implemented, including one for employees of the member companies of Automation Alley, a nonprofit technology and business association, for Detroit Mercy's graduate programs in engineering and business.



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- Research was conducted to identify national market demand for programs and how that information coincides with Detroit Mercy's program offerings.
- Marketing efforts were focused on increasing the number of applicants to the Physician Assistant (PA) Program, 7-Year dental program and a specific recruiter was assigned to recruit at the Catholic High schools in Metropolitan Detroit.
- The Office of Student Life conducted focus groups with commuter students during the winter term 2017 to implement social and academic programs and activities for fall term 2018. In an effort to increase student participation in National Pan-Hellenic Council Organizations, historically African-American fraternities and sororities, Student Life has partnered with Marygrove College to develop joint chapters.
- Detroit Mercy received a grant to join The National Society of Leadership and Success for 2017-18. Upper-class students with a GPA of 3.0 or higher, Emerging Leaders, and Leadership minor participants will be invited for membership in July 2017.

Goal III: Heighten the Distinction of the University. The local, national and international reputation of the University, with its Catholic, Mercy, Jesuit and urban mission and identity, will be celebrated along with the accomplishments of University colleagues and alumni. Detroit Mercy's historic name, legacy and image are strong foundations for further heightening its distinction and increasing alumni loyalty, involvement and support. *(Primary persons with lead responsibility for implementation: Vice Presidents, Academic Leadership Team, Mission and Identity, Marketing and Public Affairs, Alumni Relations and Intercollegiate Athletics)*

- The Conference of Mercy Higher Education (CMHE) Mercy Mission and Self-study & Peer Review visit occurred March 12-14, 2017. The mutuality of our many conversations deepened an awareness of the university's combined Mercy and Jesuit identity in the CMHE network and at Detroit Mercy itself.



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- The featured speaker for the April 2017 Last Lecture was presented by Dr. James B. Tubbs Jr., Professor of Religious Studies on Grateful Living. Available at <http://sites.udmercy.edu/alumni/2017/04/28/2017-last-lecture-james-b-tubbs-jr-on-grateful-living/>.
- Faculty and staff were highlighted in publications and the website to external constituents for a total of 368 articles. Approximately 472 faculty and staff were highlighted in the University's electronic newsletter Campus Connections throughout the year.
- The 2016 homecoming took place on the McNichols Campus in the fall with over 1,000 alumni attending various activities. Events during homecoming featured unique events at the colleges and professional schools to encourage relationship building with the alumni.
- The University held alumni receptions in San Francisco, Los Angeles, San Diego, Houston and Chicago, as well as in the Detroit Metropolitan area.
- An alumni engagement program was initiated focusing on building relationships between students and alumni. These new efforts include, 30 Minute Mentors, alumni presence at student events, Alumni Coaches at the Presidential Ambassadors Welcome Dinner, and Alumni Service Day. Approximately 50 alumni provided advice and encouragement to over 200 students.
- The fourth annual Spirit of Detroit Mercy Alumni Achievement Awards was held honoring seven alumni. Emphasis was placed on sponsorship and encouraging honorees to fill tables with family and friends.
- Detroit Mercy's social media platform enhanced its engagement with alumni and other constituents, resulting in 8,941 friends on Facebook, an increase of 15%; 5,400 followers on Twitter, for an increase of 10%; 901 followers on Instagram, an increase of 36% and 53,761 views on YouTube, an increase of 108%.
- The completely redesigned Mission and Identity website appeared as part of the University's website launch February 28, 2017.
- For the 12th straight year, Detroit Mercy's athletic program ranked among the top-five in the state, fourth overall with a GSR of 82 percent, up from the 80 percent recorded in last year's report. Detroit Mercy had three teams achieve perfect 100 percent scores.



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- Detroit Mercy student-athletes in men's tennis, women's golf and women's lacrosse achieved perfect graduation success rates.
- For the federal Graduation Rate, Detroit Mercy ranked fourth in the state at 64 percent compared with the national average of 50%.

Goal IV: Create a Culture that Fosters Effective Management and Strong Financial Health. Strong financial health will be achieved through a culture that ensures excellence and consistency in University policies, procedures, standards and processes. This culture, through advanced leadership and decision-making skills, will also include a comprehensive and annual assessment of administrative outcomes and management practice that is evidenced-based, data-driven and results-oriented. Additional and varied revenue sources will be developed; the level of giving from alumni and friends will be increased; and resources will be allocated and reallocated effectively. *(Primary persons with lead responsibility for implementation: Vice Presidents, Academic Leadership Team, Business and Finance, Human Resources, Senior Counsel and McNichols Faculty Assembly)*

- The Vice President for Budget and Finance held four fiscal briefings immediately following Board of Trustees meetings to share financial and other operating information with the entire University community.
- The Provost hosted a second Coffee with the Provost in spring 2017 to share information, answer questions related to academic issues and listen to recommendations.
- The business forms most frequently used by the University community were updated. The related policies have also been revised and include: Check Request, Petty Cash, Employee Expense and Travel Reimbursement, and Vendor Set-up. A new Employee Moving Expense Reimbursement form and related policy were drafted and implemented.
- The Campaign for University of Detroit Mercy has raised over \$70 million in cash, pledges, and new future expectancies. This is a 20% increase over the previous year. The University is on track to reach the \$100,000,000 objective.
- Detailed renderings of facilities and descriptions of funding priorities have been developed and are being utilized by Advancement staff in solicitations.



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- A sophisticated database research project was completed that identified alumni with the potential to contribute at the major gift level. This added 3,300 previously unknown alumni to the major gift prospect list.
- A system to assist in prioritizing alumni with high wealth was also developed. The purpose is to better focus cultivation activity of the major gift officers.
- An annual strategic plan was created and updated for University Advancement. In addition, 2020 objectives were created with long range targets in fundraising, alumni relations, marketing and public relations.
- The silent phase of the campaign is concluding because the effort has reached \$70,000,000. The university is transitioning from the silent to the public phase.
- Through the work of major gift officers and the Director of Planned Gifts, \$29 million in charitable estate gift expectancies has been confirmed representing a 45% increase over the previous year. The Ignatius McAuley Society has been established to promote the recognition of charitable estate gifts to the University and a listing of names has been developed.
- The major gift system is now formalized and reflects a 12 month, 24 month and longer perspective of prospect development.
- The Database Management Team conducted a donor database assessment effort, resulting in identifying a list of major gift prospects of approximately 4,500 alumni. Additional research has been conducted on approximately 1,600 alumni in order to prioritize the best prospects for individual attention and cultivation.
- The office of Corporate and Foundation Relations has been restructured and implemented best practices in fundraising methods.
- Individual strategies have been created by the Major Gift Officers for approximately 850 potential contributors. The strategies are reviewed monthly and adjustments are made in the plans as needed.



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- In November of 2016, the University launched its new crowdfunding sites. As of May 31 eight funding projects have been conducted by the Department of Annual Giving and received \$35,853 in contributions from 234 donors.
- The Ignatius McAuley Society has been established to promote the recognition of charitable estate gifts to the University and a listing of names has been developed.

Goal V: Amplify the University's Dynamic Community Engagement. Creating experiences to help all students assume leadership and service to others will expand and accentuate the University's community engagement. By promoting knowledge experts and centers of excellence, the University can lead in the revitalization of the surrounding community and be the University of choice for future human resource needs. *(Primary persons with lead responsibility for implementation: Academic Affairs, Institute for Leadership and Service, Enrollment Management and Student Affairs, Intercollegiate Athletics, Dean of Students and University Ministry)*

- Master of Architecture students, as part of a service learning course, develop curriculum to teach design to area students in elementary, middle, and high school. Currently this program is working in collaboration with Palmer Park Preparatory Academy.
- There were 87 service-learning classes in 2016-17. Eleven new faculty added service learning to their classes.
- The First Detroit Service Plunge in October 2016 in collaboration with many departments provided an opportunity for more than 100 students/faculty staff to provide service in the local community primarily bordering the McNichols campus.
- Over the past year, the Detroit Collaborative Design Center (DCDC) staff worked with a Resident Task Force from the Fitzgerald neighborhood to apply for, plan and implement a Kresge Innovative Projects grant to revitalize neighborhood alleys.
- University Ministry worked with IT and Advancement to promote Service/Immersion projects through video on crowdfunding updating webpages and Facebook.
- The Detroit Collaborative Design Center is currently preparing plans for the renovation phase for space near the McNichols campus for community meetings along with working



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space for Live6, DCDC staff, the City of Detroit Planning Department, and others involved in the revitalization of the Fitzgerald neighborhood and the University District.

- Detroit Mercy faculty and staff were quoted more than 748 times in local and national media. Experts were quoted regularly in The Detroit News, Detroit Free Press, WWJ, the Michigan Chronicle, WJBK-TV 2, WDIV-TV 4, and WXYZ-TV 7.
- The MiWeek Roadshow on Ch. 56 featured a local home, which provided good visibility to the University, local neighborhoods, Live6 Alliance and the Detroit Collaborative Design Center. In addition, for an episode of This Old House-Detroit April 3, Detroit Public Television (DPTV) held a community conversation followed by a Toolkit Party on March 24 on the University of Detroit Mercy McNichols campus for 500 guests, featuring the talent from the show. Detroit Mercy was also featured on an ABC-News webcast live remote from the Architecture building, which included an interview with President Garibaldi.
- Nationally recognized journalist and author Ta-Nehisi Coates gave a keynote presentation on April 4, 2017 titled “Between the World and Me” and more than 3,500 individuals attended.
- The Live6 Alliance continues to take the lead on several important projects to further enhance and strengthen the university’s McNichols campus neighborhoods through a variety of neighborhood and networking events such as: the Speakeasy monthly dialogues, the Market on the Ave. - Farmers and Artisan Market, and the Build a Better Block event.
- As the work and activities of Live6 Alliance increase, a new website has been launched at <http://www.live6detroit.org>. The website was launched in May and additional staff was added.
- The Live6 Alliance’s headquarters will be located temporarily for a few months on Livernois (across from the School of Architecture) and will open in the fall. The official headquarters located on McNichols Road (next to Detroit Sip) will be completed by January 2018.



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