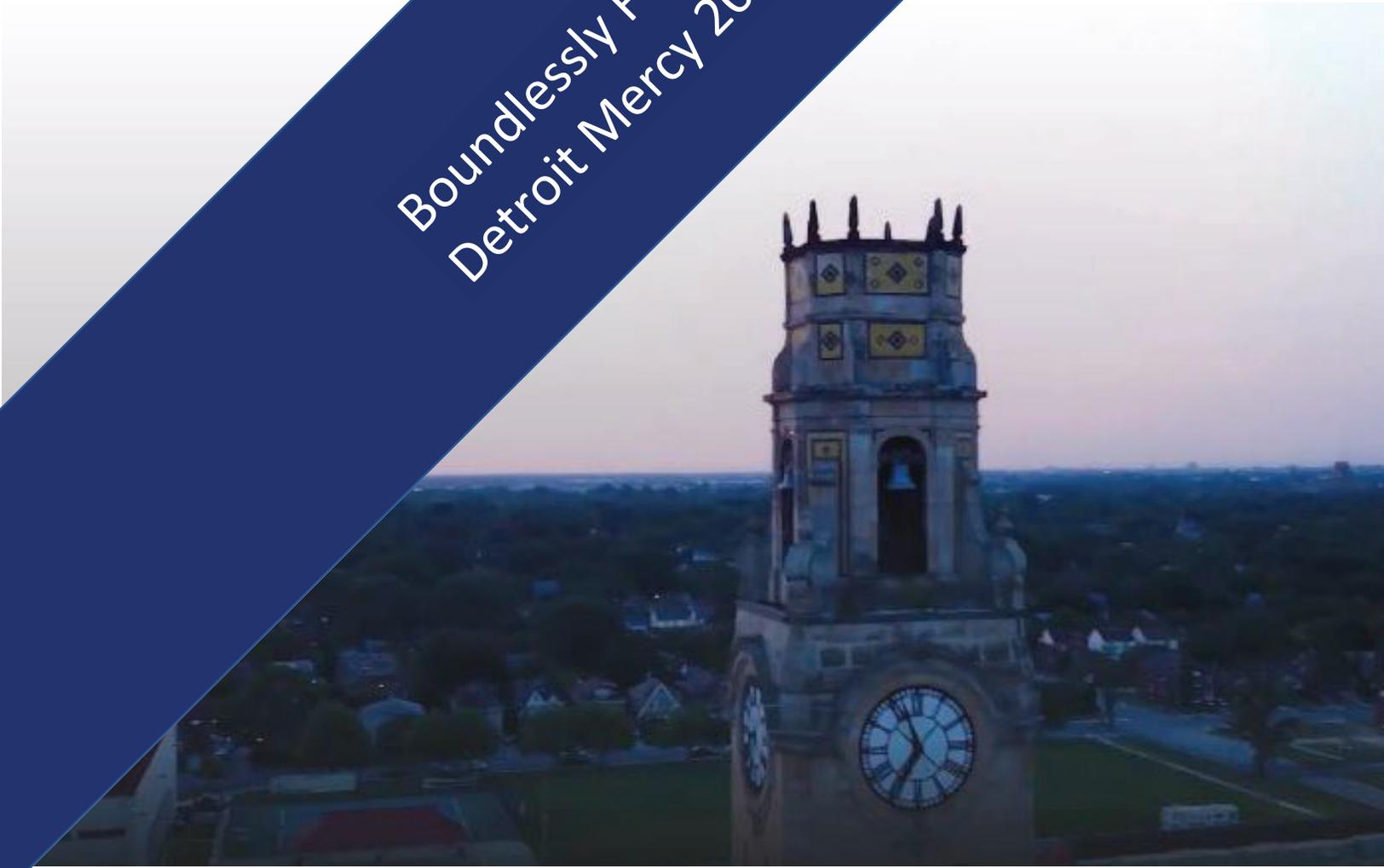




UNIVERSITY OF
**DETROIT
MERCY**

Build A Boundless Future

Boundlessly Forward
Detroit Mercy 2019-2024

An aerial photograph of the University of Detroit Mercy campus at dusk. The central focus is the clock tower, a tall, ornate stone structure with a clock face and a bell tower. The sky is a mix of blue and purple, and the surrounding campus buildings and greenery are visible in the background.

**STRATEGIC PLAN ANNUAL REPORT
2020-2021**

University of Detroit Mercy – Leadership Roster

Administrative Team

President	Antoine M. Garibaldi, Ph.D.
Provost and VP for Academic Affairs	Pamela Zarkowski, J.D., M.P.H.
VP for Finance and Administration	Thomas Manceor, C.P.A.
VP for Enrollment Management & Student Affairs	Deborah Stieffel, M.S.
VP for University Advancement	Arnold D'Ambrosio, M.A.L.S.
Assistant to the President for Mission Integration	Catherine Punsalan-Manlimos, Ph.D.
Executive Assistant to the President	Lisa MacDonnell, M.A.L.S.
University Secretary and Senior Attorney	Monica Barbour, J.D.
Athletic Director	Robert Vowels, J.D.
University Ministry Director	Anita Klueg, M.T.S.
Dean of Students	Monica Williams, M.A.
Associate VP for Facilities Management & Campus Services	Tamara Batcheller, M.S.
Associate VP for Academic Administration	Karen Lee, Ph.D.
Associate VP for Finance	Kimberly Koelb, C.P.A.
Associate VP for Human Resources	Netina V. Anding-Moore, M.S.A
Associate VP for Information Technology	Edward G. Tracy II, M.S.C.I.S.
Associate VP for Marketing & Communications	Gary Erwin, M.F.A.
Associate VP / University Registrar	Diane Praet, M.B.A.
Director of Public Safety	Joel Gallihugh, B.S.

Deans

School of Architecture and Community Development	Daniel Pitera, M.Arch.
College of Business Administration	Joseph G. Eisenhauer, Ph.D.
School of Dentistry	Mert N. Aksu, D.D.S., J.D., M.H.S.A.
College of Engineering & Science	Katherine Snyder, Ph.D.
College of Health Professions & McAuley School of Nursing	Janet Baiardi, Ph.D., FNP-BC*
School of Law	Jelani Jefferson Exum, J.D.
College of Liberal Arts & Education	Mark E. Denham, Ph.D.
University Libraries/Instructional Technology	Jennifer L. Dean, Ph.D.

*Interim



Dear Detroit Mercy Community and Friends:

It is with great pleasure that I provide you with a report on the immense progress that has been made toward achieving the goals outlined in the University's current strategic plan, *Boundlessly Forward: Detroit Mercy 2019-2024*. Building on the accomplishments of the 2012-2017 Strategic Plan, the Detroit Mercy community developed our current ambitious strategic plan to further strengthen the University's long-term viability. The Board of Trustees approved it in June of 2019 and recognized that *Boundlessly Forward* reinforces the University's mission and heritages of our founding sponsors, the Society of Jesus and the Religious Sisters of Mercy.

The Strategic Plan Implementation Task force received significant support from all stakeholder groups and developed action plans for the three strategic goals and ten strategies. This annual report provides highlights of the revitalization projects currently occurring around the university and on Detroit Mercy's campuses.

Flourishing partnerships, engaging alumni, increasing donations and a growing student population are all actions and strong indicators that Detroit Mercy will continue to play a major role in educating students in an urban environment unlike any other institution. As we continue to make substantial progress on the strategic plan, our successful implementation will be due to our incredible collaboration, innovation and bold aspirations.

Thank you for the collective and individual support of all faculty, staff, students, alumni and community partners to create Detroit's "College Town," whose ultimate goal is to "Deliver Relevant and Dynamic Academics, and Passionately Serve Students and Each Other."

Sincerely,

Antoine M. Garibaldi, Ph.D.
President



UNIVERSITY OF
DETROIT MERCY
Build A Boundless Future

MISSION

*University of Detroit Mercy,
a Catholic university in the
Jesuit and Mercy traditions,
exists to provide excellent
student-centered undergraduate
and graduate education
in an urban context.*

*A Detroit Mercy education seeks
to integrate the intellectual,
spiritual, ethical and social
development of our students.*

VISION

*University of Detroit Mercy,
will be recognized as a premier
private university in the
Great Lakes region,
distinguished by graduates
who lead and serve
in their communities.*

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UNIVERSITY OF DETROIT MERCY

Boundlessly Forward: Detroit Mercy 2019 - 2024

Mission Alignment

The three primary goals, along with the ten supporting strategies, reinforce the University's mission and the heritage of our founding sponsors, the Society of Jesus and the Religious Sisters of Mercy, in order to maintain our commitment to the "cura personalis" for each student who chooses to pursue his or her educational goals at Detroit Mercy.



Goal 1

Create Detroit's
"College Town"

- Enhance student engagement
- Improve student-centered facilities
- Connect to and enhance the surrounding community



Goal 2

Deliver Relevant and
Dynamic Academics

- Establish a process for ongoing and comprehensive academic program evaluation
- Support the academic enterprise with alternative revenue streams
- Coordinate marketing and recruitment with academic goals
- Invest in effective and high-quality teaching, advising, and mentorship



Goal 3

Passionately Serve Students
and Each Other

- Create a culture of exceptional customer service to students
- Ensure that every student knows they are cared for
- Create a culture of respect and collaboration among employees

Executive Summary

The University's Strategic Plan – Boundlessly Forward: Detroit Mercy 2019-2024 was distributed to stakeholders in January of 2020. Shortly thereafter, members of the Strategic Plan Implementation Task Force prioritized action plans for the ten strategies associated with the three goals. Faculty, students, staff, and administrators steered, directed, and managed tasks to complete various action plans.

The 2020-2021 academic year yielded a groundbreaking ceremony and erection of the renovated Student Union; acquisition of the Novi campus; purchase of land abutting the McNichols campus; renovations to existing spaces; strengthened community partnerships; development of a robust academic program review process; an increase in sponsored research grants; mission focused support from corporations and foundations; coordinated strategic marketing efforts; the Center for Excellence in Teaching and Learning; a Director of Diversity, Equity, and Inclusion, and the granting of requested resources to carry out various strategic action plans.

This report provides details about the action plans. The dashboards track annual progress toward the 2024 goals.

Executive Summary Dashboard								
KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						
Key Performance Indicators								
Student Enrollment²								
Total Headcount	4,987					5,486		
Graduation³ <i>ANA = Above the National Average</i>								
Six-Year Graduation Rate for undergraduate students	73%					ANA		
Degrees Conferred and Certificates Awarded⁴								
Total Degrees Conferred and Certificates Awarded	1440					1584		
Funding Commitments⁵								
Amount of Funding Committed annually to general campus-wide physical improvements	\$15,464,000					\$10.8 million		
U.S. News and World Report Ranking⁶								
Best National University	187					Top Quarter		
Grant Awards Supporting the Academic Enterprise⁷								
Sponsored Research Grant Awards	\$ 7,049,157					\$5 million		
Endowment⁸								
Endowment	\$ 93,964,000					\$103.7 million		
Notes								

¹Baseline Data Values reflect data collected or reported in various years over the period from 2017 to 2021. Data collection and reporting vary by data source and are noted for each data source in the notes.

²Student enrollment baseline data reported are from the fall 2020 census report.

³The six-year graduate rate baseline data are for the fall 2014 entering cohort of students who graduated by the end of August 2020.

⁴Degrees conferred and certificates awarded baseline data are completions reported to IPEDS for 2019-2020.

⁵Funding Commitments baseline values for capital improvements related to general campus-wide physical improvements are for the 2020-2021 fiscal year.

⁶U.S. News and World Report Best National University - 2021 Ranking of 388 schools. Detroit Mercy tied with 8 other institutions. Percentile score is calculated as $[388 - (187 + 8)] / 388 = 50$ th percentile.

⁷Sponsored Research Grant Awards are from fiscal year 2020-2021 and include federal and state grants, allocations and contracts, a 40% increase over the yearly average.

⁸ Baseline Endowment value is from the close of the 2021 fiscal year. The 2024 fiscal year goal for Endowment is the five-year projection included in the 2022 fiscal year budget.

OVERVIEW

Boundlessly Forward: Detroit Mercy 2019-2024



Strategic Plan

The Detroit Mercy 2019-2024 Strategic Plan – *Boundlessly Forward* – is built on prior university accomplishments and serves as a framework to empower all stakeholders to work together to create the best possible future for the university. The plan was authored by the Detroit Mercy community, through numerous workshops, forums and visioning sessions. More than 435 staff members, administrators, faculty, and students, from all campuses, contributed to the creation of this shared vision.

Boundlessly Forward is a living document that serves as a touchstone for Detroit Mercy’s ongoing quest to fulfill its mission. It also supports and reinforces major elements of the Detroit Mercy brand: academic excellence, a values-based education, excellent future outcomes, and a thriving urban setting.

The strategic plan emphasizes enrollment growth, greater efficiency, return on investment, and prosperity for the institution by focusing university efforts on building a more vibrant campus that attracts, engages and transforms students; offering dynamic and relevant academic programs that are mission-focused; and enhancing the pride and loyalty felt by the Detroit Mercy community through excellent customer service and a discerning corporate culture. These efforts are aimed at ensuring financial sustainability of the institution. The plan serves as a guidepost for resource allocation, fundraising efforts, and alternative revenue sources.

A Strategic Plan Implementation Task Force was formed in 2020 to work collaboratively with stakeholders to champion, advocate, defend, and support efforts to complete action plans. These faculty, staff, administrators, and students steered, directed, handled and managed tasks necessary to make progress on strategic goals.

This annual report provides details about progress made in 2020-2021 on each strategic goal. Dashboard measures track annual progress toward the 2024 goal targets. Measures used nationally to determine the viability of a university are shared in the initial dashboard: enrollment, recruitment, retention, graduation, and degree completions. Subsequent sections of this report contain an overview of the goal, 2020-2021 goal progress, dashboard measures with a baseline data value, and 2024 target goal values.

General Dashboard Measures - Across all Goals

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						

Key Performance Indicators

Student Enrollment²

	Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
Total Headcount	4,987				5,486	
Overall Full-time Equivalent (FTE)	4,329				4,762	
Total New Students	1,501				1,651	
Undergraduate Full-time	2,214				2,436	
Total graduate	1,171				1,288	
Total Professional	1,183				1,301	

Student Recruitment (Yield = Enrolled/Admitted)³

	Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
Freshman Yield	13%				15%	
Transfer & Post-Degree Yield	45%				45%	
Graduate Yield	65%				65%	
Dental Yield	100%				100%	
Law Yield	40%				40%	

Notes

¹Baseline Data Values reflect data collected or reported in various years over the period from 2017 to 2021. Data collection and reporting vary by data source and are noted for each data source in the notes.

²Student enrollment data are provided by the Office of Institutional Research and Effectiveness and reflects fall census data. Full-Time Equivalent (FTE) data are as reported to the Integrated Postsecondary Education System (IPEDS). The 2024 Goal for Total Headcount is a 10% increase from the F2020 baseline data value, with all other enrollment targets proportional to the total headcount. Baseline data reported are from the fall 2020 census report. 2024 total headcount goal does not include enrollment of students in the Detroit Green Technology Institute at Hubei University in China.

³Student recruitment data are provided by the Admissions office on each campus. Transfer and post-degree values include students who began in the summer term adjacent to the fall term. Dental values exclude students in accelerated programs. Baseline data are from 2020 admissions.

General Dashboard Measures - Across all Goals

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						

Key Performance Indicators

Retention⁴ and Graduation⁵		<i>ANA = Above the National Average</i>				
First to Second Year Retention of undergraduate students	86%				ANA	
Six-Year Graduation Rate for undergraduate students	73%				ANA	
Degrees Conferred and Certificates Awarded⁶						
Bachelors Degrees	632				695	
Master's Degrees	357				393	
Doctoral Degrees	348				383	
Certificates	103				113	
Total Degrees Conferred and Certificates Awarded	1440				1584	

Notes

⁴Retention rates, as defined by IPEDS, "measure the percentage of first-time students who are seeking bachelor's degrees who return to the institution to continue their studies the following fall". The 2024 goal is to be above the national average of 82%, as reported by the National Center for Education Statistics for private nonprofit institutions (fall 2018 to fall 2019). Baseline data are for the fall 2019 entering cohort of students who returned in fall 2020.

⁵The six-year graduate rate is defined by IPEDS as the "Percentage of Full-time, First-time Students Who Began Their Studies in Fall and Received a Degree or Award Within 150% of "Normal Time" to Completion for Their Program". The 2024 goal is to be above the national average, as reported by the National Center for Education Statistics (NCES). The most current available national average is 68% for private nonprofit institutions (from the fall 2013 entering cohort that graduated in 2019). Baseline data are for the fall 2014 entering cohort of students who graduated by the end of August 2020.

⁶Degrees conferred and certificates awarded are reported as defined by IPEDS. The 2024 Goal for Total Degrees Conferred and Certificates Awarded is a 10% increase from the 2019-2020 baseline data value, with all other degree/certificate targets proportional to the total degrees conferred and certificates awarded. Baseline data are completions reported to IPEDS for 2019-2020.

Goal 1: Create Detroit's "College Town"

Detroit Mercy will enhance the student experience and the University's standing in the region through a recommitment to the improvement of our facilities and programming.

Achieving our institutional mission requires a commitment to serving our local urban community and providing an outstanding context where our students and staff can live and grow together, integrating all aspects of development. The concept of embracing and enhancing the place you are is important in the Mercy and Jesuit traditions. According to Catherine McAuley, "every place has its own particular ideas and feelings, which must be yielded to when possible." Ignatian spirituality places great emphasis on discerning God's presence in the everyday activities of ordinary life "in the world."

As the city of Detroit's premier private university, Detroit Mercy envisions a vibrant collegiate environment with inspiring physical spaces that support student engagement. There is a unique and timely opportunity to extend the "college town" atmosphere by helping to enhance the quality of life in the surrounding University District and Live6 Alliance neighborhoods by contributing to their attractiveness.



Goal 1: Create Detroit's “College Town”

Action Plans for goal one focus on the lived experiences of Detroit Mercy students on and around campus. Plans include the provision of around the clock student life services. These services include enhanced dining options, a comprehensive mobility plan, and a master calendar events app. Plans for student-focused physical spaces include improved social and “intellectual commons” spaces, improved student housing and support spaces, new multi-purpose event spaces, enhanced exterior green spaces, and a Titan Athletic Village. Plans for community engagement include increasing communication with the surrounding community, hosting community events, incorporating a City of Detroit tour into orientation programs, engaging with local businesses, and enhancing the McNichols campus perimeter and Fitzgerald greenway connection.



Goal-One members of the Strategic Plan Implementation Task Force met virtually during the 2020-2021 academic year to prioritize action plans and create implementation timelines. At the close of the academic year, four action plans were in the planning phase, eight were progressing as scheduled, and three had been implemented as a continuous University practice or completed. Statewide Covid-19 restrictions inhibited progress on some action plans but stimulated creativity for others. Resource requests for additional personnel and facility upgrades were submitted for review by the Strategic Plan Budget Review Team. Measures of goal-one progress toward 2024 targets are documented in the appended dashboard. Measures include nationally used metrics for institutions of higher education such as student enrollment, retention, and graduation rates, as well as metrics specific to goal-one strategies: number of extra-curricular and co-curricular events/activities offered to students, amount of funding committed to capital improvements related to student housing, amount of funding committed to general campus-wide physical improvements, and student satisfaction with student life.

Goal 1: Create Detroit's "College Town"

Strategy 1.1: Enhance Student Engagement

All current and future extracurricular and cocurricular student services and programs will be evaluated by a team directly affiliated with student programming of all types, such as the Dean of Students, Director of Residence Life, and Director of University Recreation, along with robust student input, to create a comprehensive improvement plan for student activities, services, and engagement.

Progress: Plans for enhancing student engagement on campus were modified to ensure a safe and healthy campus environment during the Covid-19 Pandemic. Student Life, University Ministry, Residence Life, Alumni Relations, and University Recreation, sponsored on-campus and on-line experiences to support students' intellectual, spiritual, ethical and social development.



Student engagement opportunities included the Fitness Center, student life game nights, keynote speakers, an outdoor movie, workout bootcamps, intramural tournaments, Prayer Works Series, Sunday Mass, De-Stress Fest 2021, Titan Winter Blast, and an Ecumenical Service – Overcoming the Chains of Injustice. Students also had an opportunity to participate in the Brave & Bold Dialogs – an online module - Diversity, Equity, & Inclusion.

Detroit Mercy's efforts to enhance the surrounding community of the McNichols campus have attracted entrepreneurs in the city of Detroit to invest in the Livernois -McNichols area. The MoGo bike sharing program in the Detroit Metro Area extended their service in 2020 to include several bike stations in the Livernois – McNichols area, with one station directly on Livernois outside of the west entrance of the McNichols campus. This bike sharing program allows for increased student mobility and contributes to the College Town experience.



Goal 1: Create Detroit's "College Town"

Strategy 1.2: Improve Student-Centered Facilities

In order to attract and retain students, the physical environment must create the feeling that Detroit Mercy's campus is a place you want to be and a place you want to stay. To ensure that the quality of life for students is enhanced and that fiscal resources are effectively utilized, all facility enhancements should be planned and designed with significant end-user participation and all investments in facilities should be prioritized.

Progress: On November 16, 2020, community leaders, members of the Detroit Mercy community and news media joined President Antoine M. Garibaldi for the official groundbreaking celebration of the McNichols Campus Renovation Project. Included in Detroit Mercy's Master Plan is this multi-million-dollar project that starts with the renovation and expansion of the Student Union, followed by the eventual demolition of the University's Fisher Administration Center and Reno Hall. In addition to upgrades to academic buildings, administrative space, and residence halls, the multi-phase plan includes new on-campus student apartments, green space on newly acquired land, and a Center for Excellence in Teaching & Learning. These efforts are laser-focused on improving student satisfaction in all Detroit Mercy facilities, attracting and retaining more students and using University resources efficiently and effectively.



Pictured with President Antoine M. Garibaldi and Chairman of the University Board of Trustees, Mike McNamara are Kasco Construction founder and executive vice president, Steve Kassab and Mike Engle respectively; Detroit Mercy Alumnus Rainy Hamilton of Hamilton Anderson Associates; District II City Councilman Roy McAlister Jr.; and Live 6 Alliance Executive Director Geneva Williams.

The multi-phase plan includes upgrades to academic buildings, administrative spaces, and residence halls; new on-campus student apartments; expansion of greenspaces, and a Center for Excellence in Teaching & Learning. When complete, nearly every building on campus will have been renovated or updated. Even more importantly, this initiative will eliminate 100,000 square feet of building space and reduce the institution's deferred maintenance costs by more than \$43 million, as well as improve overall efficiency and sustainability through reduced maintenance costs and facility usage.

Goal 1: Create Detroit's “College Town”

Strategy 1.2: Improve Student-Centered Facilities

This work is funded from three sources: bonds, loans and private donations. Fundraising efforts are underway to support renovation projects.

Supporters of the Build a Boundless Future Campaign, which concluded in 2019, contributed nearly \$115 million to this record-breaking campaign, which gives institutional leadership confidence that future fundraising efforts will prove successful.

The Student Union will house all student-centered services such as admissions, financial aid, and student life offices, serving as a one-stop-shop for students and their families as they consider a Detroit Mercy education. The bookstore will be relocated within the Student Union to a newly renovated space and the University Ministry Office will undergo an expansion. Glass walls will brighten up the building and provide great views of the campus and the new Student Union Plaza.



Architectural Rendering of the Student Union – Student-Centered Services



Architectural Rendering of the Student Union Plaza

Goal 1: Create Detroit's "College Town"

Strategy 1.2: Improve Student-Centered Facilities

Ten months after the ground-breaking ceremony, there are noticeable changes on campus. The new Student Union Plaza is designed to provide exterior study and gathering spaces for the campus community.



Student Union Plaza as of 9/8/2021

In response to the University's efforts to be more sustainable and fiscally responsible, the Fisher Administration Center will be demolished. Services and departments currently housed in the Fisher Administration Center will be relocated to newly constructed space in the west wing of the Student Union or other under-utilized space on campus.



Fisher Administration Center



West Wing of Student Union as of 9/8/2021

Goal 1: Create Detroit's "College Town"

Strategy 1.2: Improve Student-Centered Facilities

Additional campus improvement initiatives took place in 2020-2021. Detroit Mercy acquired a new 40,000 square-foot facility in Novi that allows for expansion of academic programs in the health professions and other fields in demand in the region. The University also purchased vacant land abutting the south end of the McNichols Campus, behind Shiple Hall. Plans for this space include an intramural sports field for student competitions and potential gathering spaces where the University community can relax and enjoy the outdoors. Also, the first level of the Ford Life Sciences building experienced renovations to existing office spaces and demolition of existing corridor walls to open up the area for a new student lounge. Opening up exterior walls and the office lobby brought in natural lighting and connected the spaces.



New Novi Campus



Plans for an Intramural Sports Field



Interior Renovations to Ford Life Sciences Building

Goal 1: Create Detroit's "College Town"

Strategy 1.3: Connect to and Enhance the Surrounding Community

In addition to improving Detroit Mercy's physical environment to foster community participation on campus, the University has a unique opportunity to leverage investment occurring in the surrounding neighborhood by extending the atmosphere of Detroit's "College Town" beyond the campus. Priority should be given to this once-in-a-generation opportunity for Detroit Mercy to be an active partner in the development of the surrounding neighborhood.

Progress: The McNichols Campus renovation project will enhance the quality of life and business development potential in the Livernois and McNichols neighborhoods, which is consistent with Detroit Mercy's role in the Live6 Alliance. The Live6 Alliance is a partnership with residents, the Kresge Foundation, and the City of Detroit that works to advance neighborhood and business redevelopment efforts in the community. Dr. Geneva Williams is the Executive Director for the Live6 Alliance. She works closely with the Alliance Board, which is chaired by Dr. Antoine M. Garibaldi.



In December of 2020, the University announced the launch of the Live6 Small Business Directory in Detroit Mercy's Campus Connection news outlet. The Directory highlights local businesses with the purpose of creating opportunities for residents and businesses to engage and thrive together. President Antoine M. Garibaldi serves as Board Chair of the Live6 Alliance and understands the crucial role that small businesses play in a community and how the Directory represents another important resource for the community.

A similar communication appeared in the Campus Connection at the start of the 2020-2021 academic year for Live6 when they hosted a virtual market on the avenue. The fall 2020 virtual event featured online vendor booths, cooking demonstrations, musical performances, practicing artists, and gift card giveaways. Detroit Mercy continues to support the efforts of Live6 by publicizing events for the surrounding community.

In 2021, the University was awarded a \$25,000 grant from the National Endowment for the Arts. Detroit Mercy's Collaborative Design Center partnered with the Live6 Alliance to support events and an exhibition series to showcase art and design in Detroit. The events are designed to showcase the legacy of African American arts and culture found in the neighborhoods in the Livernois and McNichols area and provide engagement opportunities through visual storytelling.

Goal 1: Create Detroit's "College Town"

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						
Key Performance Indicators								
Student Engagement Events Offered Weekends (Fri, Sat, Sun) or Beyond 5pm Weekdays²								
Student Life	71%					85%		
Residence Life	100%					85%		
Alumni Relations	86%					85%		
University Ministry (excludes mass)	87%					85%		
University Recreation	71%					85%		
Funding Commitments³								
Amount of Funding Committed to Capital Improvements related to student housing	\$ 899,000					\$10 million		
Amount of Funding Committed to general campus-wide physical improvements	\$15,464,000					\$10.8 million		
Student Satisfaction with Campus Life⁴								
Campus Life	5.0					6.0		
Campus Climate	5.3					6.0		
Campus Safety and Security	5.5					6.0		

Notes

¹Baseline Data Values reflect data collected or reported in various years over the period from 2017 to 2021. Data collection and reporting vary by data source and are noted for each data source in the notes.

²Student Engagement - Events offered weekends (Fri, Sat, Sun) or beyond 5pm weekdays for students virtually or in person. Events were sponsored by Student Life, Residence Life, Alumni Relations, University Ministry, University Recreation or a combination of sponsors. Data are from events submitted through the Detroit Mercy Live Events Calendar for the 2020-2021 academic year. Please note that Mass was not included as an event for University Ministry.

³Funding Commitments represent funds allocated to pay for capital improvements related to student housing or to general campus-wide physical improvements.

⁴Student Satisfaction Inventory administered to students on all campuses and at all class levels during the Winter 2017 semester. N=790 (17% response rate). Students were instructed to "tell us how satisfied you are that your institution has met this expectation, using a 7 pt. Likert Scale with 5 being somewhat satisfied, 6 being satisfied, and 7 being very satisfied.

Goal 2: Deliver Relevant and Dynamic Academics

The University will create and sustain a culture of academic excellence, program relevance and positive outcomes to ensure that degree programs produce graduates who are responsive to the needs of employers and society and who enhance the University's reputation and identity.

Competence and compassion employed in service to others remain hallmarks of the Mercy and Jesuit traditions. University of Detroit Mercy reaffirms its commitment to the development of students by providing the core academic and experiential learning opportunities that empower graduates to pursue life-long learning, and to lead and serve in their communities.

The University will recommit to the mission of assisting all students, graduate and undergraduate, to find their calling and to connect their talents, strengths and passion to their sense of purpose and abilities needed for a lifetime of meaningful work in their communities. The University will enhance and capitalize on the integrated themes in the core curriculum that serve as the connective tissue that bind together the Detroit Mercy experience for all undergraduate students.

Action Plans for goal two focus on how to improve the delivery of relevant and dynamic academic programs to students. Plans include refining continuous improvement processes for all academic programs, increasing support for the academic enterprise with alternative revenue streams, coordinating marketing and recruitment efforts with each School and College, and investing in effective and high-quality teaching, advising, and mentorship.



Goal 2: Deliver Relevant and Dynamic Academics

Goal-Two members of the Strategic Plan Implementation Task Force met virtually during the 2020-2021 academic year to prioritize action plans and create implementation timelines. At the close of the academic year one plan was in the planning phase, eight were progressing as scheduled, and four had been implemented as a continuous University practice or completed. Statewide Covid-19 restrictions inhibited progress on some action plans but stimulated creativity for others.

Measures of goal-two progress toward 2024 targets are documented in the appended dashboard. Measures include nationally used metrics for institutions of higher education such as student enrollment, retention, and graduation rates, as well as metrics specific to goal-two strategies: allocated capital for teaching and learning spaces, percent of programs with 20 or more majors, student/faculty ratio, sponsored research awards, alternative revenue streams, national rankings, and student satisfaction with instruction, academic advising, recruitment and financial aid, and registration.



Goal 2: Deliver Relevant and Dynamic Academics

Strategy 2.1: Establish a Process for Ongoing and Comprehensive Academic Program Evaluation

The University will thoughtfully evaluate academic programs and delivery methods with consideration to the shifts in the landscape of higher education and the demographic context, as well as financial viability.



Progress: Program review is facilitated by the McNichols Faculty Assembly and carried out by the McNichols Campus Academic Program Review Committee. In 2020 and 2021, a sub-committee of the McNichols Academic Program Review Committee met monthly to revise Detroit Mercy's academic program review process to promote program quality, transparency, and accountability.

The revised program review process was approved in April of 2021 by the McNichols Faculty Assembly and the Academic Leadership Team for fall 2021 implementation. The revised process includes increased attention to data trends, peer and aspirational programs, changes resulting from outcomes assessment, high-impact educational practices, program elements that support student success, faculty profiles, program resources, alternative revenue streams, and program achievements. The process has a more faculty friendly timeline, consists of two cohorts per academic year, and provides an abbreviated review for professionally accredited programs. All documents are posted on the Shared Governance webpage for the McNichols Campus Academic Program Review Committee.

The revised Shared Governance Process for reviewing academic programs meets Higher Learning Commission accreditation expectations, reflects current nationally recognized practices; and aligns with Detroit Mercy's mission, vision, values, and strategic plan. At the conclusion of the committee review, the Provost and Vice President for Academic Affairs meets with program directors, department chairs, and dean(s) to discuss program planning, with consideration to committee recommendations.

Goal 2: Deliver Relevant and Dynamic Academics

Strategy 2.2: Support the Academic Enterprise with Alternative Revenue Streams

The University will increase its efforts to identify and secure alternative revenue streams, including the development of innovative business partnerships, expanded sponsored research, expanded external funding for student scholarships and intrapreneurial endeavors. Revenue streams beyond tuition and traditional fundraising will enhance the University's financial health and secure it well into the future.

Progress: The 2020-2021 fiscal year saw exceptional growth in alternative revenue for the University. In addition to the nearly 5 million dollars awarded and disbursed from the Coronavirus Aid, Relief, and Economic Security Act and the Higher Education Emergency Relief Fund II, the University was awarded more than \$7 million in federal and state grants, allocations, and contracts, a 40% increase over the yearly average.

Detroit Mercy was selected to undertake various training, evaluation, and technical assistance tasks by the Community Policing Innovations Initiative (CPPI). This region-wide initiative was established to identify and support pathways that address systemic inequities in policing and public safety.

Several grants from the National Science Foundation, Health Resources Services Administration, Department of Education TRiO Student Support Services and State of Michigan King-Chavez-Parks supported student success initiatives at Detroit Mercy and high school college access and completion programs. The School of Architecture was awarded a National Endowment for the Arts award to organize a community-led arts festival in partnership with the Live6 Alliance.



Goal 2: Deliver Relevant and Dynamic Academics

Strategy 2.2: Support the Academic Enterprise with Alternative Revenue Streams

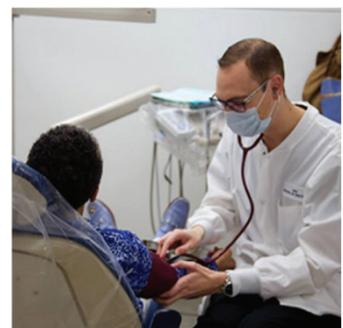
Detroit Mercy received a \$1.12-million grant from the United States Department of Defense (DoD) to establish the Metro Detroit Regional Vehicle Cybersecurity Institute, a regional-based, cybersecurity consortium. Led by Detroit Mercy, the consortium consists of multiple academic institutions in southeast Michigan and includes the University of Arizona as a research partner. This consortium is designed to expand and enhance the cybersecurity engineering workforce through an applied curriculum developed in consultation with industry partners. The consortium also supports upskilling and reskilling for vehicle cybersecurity by prioritizing underrepresented populations, military personnel, and veterans.



Detroit Mercy received its first Department of Education Title III Part A Strengthening Institutions Program (SIP) grant award. This \$1.6 million grant is awarded to institutions that serve a high percentage of traditionally underserved students. The University will use a significant amount of funding to establish the Center for Excellence in Teaching and Learning (CETL), a resource that will help faculty engage in research and enhance instructional methods and techniques that professors use in the classroom to increase student success.

Once again, Detroit Mercy Dental received a \$1 million State of Michigan budget allocation to support its dental clinic, emergency and outreach activities serving low-income residents throughout the City of Detroit.

Detroit Mercy collaborated with industry and other universities across the nation to conduct research in dental, psychology, engineering, law, and science - receiving more than \$500,000 in sub-awards because of these partnerships.



Goal 2: Deliver Relevant and Dynamic Academics

Strategy 2.2: Support the Academic Enterprise with Alternative Revenue Streams

Corporate and Foundation funding exceeded a half million dollars in the 2020-2021 fiscal year. Foundations, corporations, and religious organizations supported student scholarships, community outreach, and mission related programs. The Sutaruk Foundation funded scholarships for Engineering and Science students, while Ford Motor Company and Fiat Chrysler Automobile funded summer bootcamps and Engineering competitions.

The American House Foundation and the Delta Dental Foundation funded efforts at the School of Dentistry and their Dental Clinic. Mission focused programs offered through the Detroit Collaborative Design Center, Mission Integration, Hive Food Pantry, Campus Kitchen, and the Institute for Leadership and Service received funding from the Kresge Foundation, Congregation of St. Joseph, Sisters of Mercy West Midwest, and the Ford Motor Company Fund.

The Michigan State Bar Foundation, Ramser Morgan Foundation, Veterans Consortium Pro Bono Program, Access Lex Institute, Dewitt C. Holbrook Memorial Fund, and the Association of Corporate Counsel - Michigan funded efforts at the School of Law, their Veterans Law Clinic, and their Environmental Law Clinic.



Veterans Law Clinic

Goal 2: Deliver Relevant and Dynamic Academics

Strategy 2.3: Coordinate Marketing and Recruiting with Academic Goals

A robust, well-planned, coordinated, and well-funded marketing and recruitment program is essential to spread widely the academic focal points to prospective students and potential external partners.



**Nationally Ranked
and Affordable.**

 UNIVERSITY OF
DETROIT MERCY

Progress: Coordination, collaboration, interaction and centralization of marketing, communications, and recruitment are key to reaching the University's academic goals. The partnership between Admissions and MARCOM is very important as they utilize detailed analytics to improve prospect engagement and drive increased applications and website traffic to programs. The use of statistical and analytical tools, combined with other comprehensive, integrated marketing, communications and recruitment efforts such as creation of prospective student social media influencers, enhanced program websites, digital marketing targeting efforts and others, have increased website traffic and inquiries. Additionally, collaborating and coordinating efforts with the Schools and Colleges improves recruiting. A strong coordination between academic leadership and administrative leadership will help move ideas and plans to the next level. Admissions would like to expand markets beyond the state, which could yield potential growth for undergraduate and graduate programs.



**96% of Graduates Achieve
Professional Success.**

 UNIVERSITY OF
DETROIT MERCY

Marketing efforts emphasize accredited and nationally ranked programs. These academically rigorous programs attract students to Detroit Mercy. Capitalizing on these successes will continue to strengthen enrollment throughout the entire institution.

Goal 2: Deliver Relevant and Dynamic Academics

Strategy 2.4: Invest in Effective and High-Quality Teaching, Advising, and Mentorship

By featuring academic excellence as a key institutional characteristic, a high-quality student experience must continue to be delivered. Continuous improvement, therefore, will require additional investment to support excellence in teaching, mentorship and faculty development.



Architectural Rendering of Center for Excellence in Teaching and Learning

Progress: A high-quality student experience at Detroit Mercy involves high-quality teaching. Being able to offer faculty relevant and meaningful professional development opportunities through a centralized office has been a goal for some time. A \$1.6 million grant from the U.S. Department of Education affords the University an opportunity to establish a Center for Excellence in Teaching and Learning (CETL) that promotes excellence in pedagogy, high-impact teaching practices, assessment, and online and face-to-face course design. Faculty will be able to engage in research and enhance instructional methods to increase student success. Funds from the grant are being used to support CETL personnel (director, assistant director, and coordinator positions), renovate space in the McNichols Campus Library to house the CETL, purchase furnishings and technology (computers, software and audio/visual equipment), fund faculty mini-grants in support of research to improve teaching and learning, create and implement a faculty mentoring program, provide faculty development programming, and create an endowment fund for programming support beyond the grant.

Goal 2: Deliver Relevant and Dynamic Academics

Notes

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						
Key Performance Indicators								
U.S. News and World Report Rankings²								
Best National University	187					Top Quarter		
Best Value Schools	34					Top Quarter		
Top Performers on Social Mobility National Universities	129					Top Quarter		
Student Satisfaction with Academic Elements³								
Academic Advising & Counseling Effectiveness	5.7					6.0		
Campus Support Services	5.6					6.0		
Instructional Effectiveness	5.5					6.0		
Recruitment, Admissions, and Financial Aid Effectiveness	5.2					6.0		
Registration Effectiveness	5.3					6.0		
Philanthropic Awards Supporting the Academic Enterprise⁴								
Scholarships & Financial Aid	\$ 43,209,250					\$52 million		
Programs and Faculty	\$ 56,173,794					\$65 million		
Facilities Improvements	\$ 19,369,090					\$51 million		
Unrestricted and General	\$ 13,983,325					\$20 million		
Endowment⁵								
Endowment	\$ 93,964,000					\$103.7 million		
Allocated Capital for Relevant and Dynamic Teaching and Learning Spaces⁶								
Annual Allocated Capital	\$ 6,568,000					\$6.7 million		
Grant Awards Supporting the Academic Enterprise⁷								
Sponsored Research Grant Awards	\$ 7,049,157					\$5 million		
Emergency Relief Grant Awards	\$ 4,773,731					NA		

¹Baseline Data Values reflect data collected or reported in various years over the period from 2017 to 2021. Data collection and reporting vary by data source and are noted for each data source in the notes.

²U.S. News and World Report Rankings – Methodologies used for national rankings are fully described on each ranking’s webpage.

-Best National University Rankings - 2021 Ranking of 388 schools. Ranking of Detroit Mercy tied with 8 other institutions. Percentile score is calculated as $[388-(187+8)]/388 = 50$ th percentile or top half.

-Best Value Schools National Universities - 2021 Ranking of 179 schools. 2021 Percentile score is calculated as $(179-34)/179=81$ st percentile or top quarter.

-Top Performers on Social Mobility National Universities - 2021 Ranking of 388 Schools. Ranking of Detroit Mercy tied with 5 other institutions. 2021 Percentile score is calculated as $[388-(129+5)]/388=65$ th percentile or top half.

³The Student Satisfaction Inventory was administered to students on all campuses and at all class levels during the Winter 2017 semester. N=790 (17% response rate). Students were instructed to "tell us how satisfied you are that your institution has met this expectation, using a 7 pt. Likert Scale with 5 being somewhat satisfied, 6 being satisfied, and 7 being very satisfied.

MORE NOTES

⁴The Office of University Advancement works with alumni, employees, corporations, foundations, and donors to fund scholarships for students, reward distinguished faculty, enrich academic programs, and enhance the educational experience of all Detroit Mercy students. Contributions are reported cumulatively, starting with baseline data from the close of the 2021 fiscal year. Future projections emphasize facilities and endowment objectives.

⁵Baseline Endowment value is from the close of the 2021 fiscal year. The 2024 fiscal year goal is the five-year projection included in the 2022 fiscal year budget.

⁶Baseline allocated capital for relevant and dynamic teaching and learning spaces is from the 2021 fiscal year. The 2024 fiscal year goal is the five-year projection included in the 2022 fiscal year budget.

⁷Grant Awards include federal and state grants and contracts. Baseline data are from fiscal year 2020-2021. Emergency Relief Grants are from the CARES Act and the HEERFII and reflect funds awarded and disbursed between April 2020 and June 2021.

Goal 2: Deliver Relevant and Dynamic Academics

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						
Key Performance Indicators								
Professional Board and Bar Examination Pass Rates⁸								
<i>Architect Registration Examination Pass Rates (National Pass Rates) - ANA = Above National Average⁹</i>								
Construction & Evaluation	60% (66%)					ANA		
Practice Management	71% (51%)					ANA		
Programming & Analysis	57% (50%)					ANA		
Project Development & Documentation	67% (57%)					ANA		
Project Management	72% (63%)					ANA		
Project Planning & Design	45% (45%)					ANA		
<i>Certified Public Accounting Examination Pass Rates (National Pass Rates) - ANA = Above National Average¹⁰</i>								
Exam 1 - Auditing	33% (56%)					ANA		
Exam 2 - Business Environment and Concepts	100% (69%)					ANA		
Exam 3 - Financial Accounting & Reporting	38% (51%)					ANA		
Exam 4 - Regulation	33% (62%)					ANA		
Overall Pass Rate	44% (59%)					ANA		
<i>Michigan State Bar Exam Pass Rates (State Pass Rates) - ASA = Above State Average¹¹</i>								
Michigan Jurisdiction	77% (78%)					ASA		
Other Jurisdictions	80% (79%)					ASA		

Notes

⁸Professional Board and Bar Examination Pass Rates.

⁹The Architect Registration Examination® (ARE®) is developed by the National Council of Architectural Registration Boards (NCARB). The ARE is used by U.S. jurisdictions as the registration examination for candidates seeking architectural registration. It assesses a candidate's knowledge and skills to provide various services required in the practice of architecture. Pass rates reported are 2020 results.

¹⁰The Certified Public Accountant (CPA) Exam is one of the requirements to become a licensed CPA. Examinees must pass all four sections - Auditing and Attestation (AUD), Business Environment and Concepts (BEC), Financial Accounting and Reporting (FAR) and Regulation (REG). Examinees must pass all four sections. Baseline Pass Rates reported are 2019 results.

¹¹The Michigan State Bar Exam includes the Multistate Bar Exam (MBE), by the National Conference of Bar Examiners (NCBE). Day one of the exam is devoted to fifteen state law essay questions and day two of the exam is devoted to the Multistate Bar Exam (MBE). Pass rates reported are 2020 results.

Goal 2: Deliver Relevant and Dynamic Academics

Notes

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						
Key Performance Indicators								
Professional Board and Bar Examination Pass Rates								
<i>National Dental Examinations</i> ¹²								
National Board Dental Exam: Part I	94%					100%		
National Board Dental Exam: Part II	98%					100%		
Integrated National Board Dental Examination (INBDE)	100%					100%		
ADEX Dental Exam: Anterior Restorative	99%					100%		
ADEX Dental Exam: Posterior Restorative	100%					100%		
ADEX Dental Exam: Prosthodontic	99%					100%		
ADEX Dental Exam: Endodontics	100%					100%		
ADEX Dental Exam: Periodontics	100%					100%		
ADEX Dental Exam: Dental Simulated Clinical	100%					100%		
National Board Dental Hygiene Examination	92%					100%		
ADEX Dental Hygiene Examination	100%					100%		
<i>National Nursing & PA Examinations (National Pass Rates) - ANA = Above National Average</i> ¹³								
National Council Licensure Examination NCLEX-RN (Detroit) 8	96% (84%)					ANA		
National Council Licensure Examination NCLEX-RN (Grand Rapids)	100% (84%)					ANA		
National Council Licensure Examination NCLEX-RN (SDO)	97% (84%)					ANA		
Family Nurse Practitioner (FNP) Certification Exam	97% (85%)					ANA		
Clinical Nurse Specialist Certification Exam (Adult Gerontology CNS)	100% (89%)					ANA		
Physician Assistant (PA) National Certifying Examination® (PANCE)	93% (95%)					ANA		
National Certification Exam (NCE)	91% (85%)					ANA		
Academic Program Efficiency ¹⁴								
Portion of UG programs with 20 or more majors	0.61					0.67		
Portion of Graduate programs with 20 or more majors	0.45					0.50		
Student to Faculty Ratio	11 to 1					12 to 1		

¹²National Dental Examinations are administered for Dentists, Dental Hygienists, and Dentist Specialists. Pass rates reported are from the Class of 2021.

-The Integrated National Board Dental Examination (INBDE) replaces the National Board Dental Examination (NBDE) Parts I (July 2020) and Part II (August 2022).

-The ADEX dental examination series is the examination developed by the American Board of Dental Examiners and administered by the Commission on Dental Competency Assessments (CDCA.)

-The National Board Dental Hygiene Examination (NBDHE) is offered under the auspices of the Joint Commission on National Dental Examinations, an independent agency of the American Dental Association.

-The ADEX dental hygiene examination is the examination developed by the American Board of Dental Examiners and administered by the Commission on Dental Competency Assessments (CDCA).

¹³National Nursing and Physician Assistant first-time pass rates reported are from the 2020 calendar year. Exams:

-The National Council of State Boards of Nursing (NCSBN) NCLEX® examination for RNs

- The Family Nurse Practitioner (FNP) certification examination

- The American Association of Critical Care Nurses- Adult-Gerontology (ACCNS--AG) certification exam

- The Physician Assistant (PA) National Certifying Examination® (PANCE)

- The National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA) administers the National Certification Exam (NCE)

MORE NOTES

¹⁴Academic program efficiency-measures support the strategic plan's efforts to ensure financial sustainability of the institution. Excludes unclassified, guest, high school dual enrolled and Detroit Green Technology Institute students. Baseline data values are from the fall 2020 census report. Student-to-Faculty Ratio is calculated using full-time equivalent (FTE) faculty and FTE students, as reported to IPEDS by OIRE. Excludes Law and Dental. Baseline student-to-faculty data are from the 2020 IPEDS report.

Goal 3: Passionately Serve Students and Each Other

The University will initiate programs and processes to ensure that we always deliver on our promise of being student-centered. We will also create a campus-wide culture for all University employees that is collaborative, supportive, and respectful.

Service is at the heart of the work of the Sisters of Mercy and the Society of Jesus. Building on our tradition of care for the whole person, we will intentionally recommit ourselves to serving the needs of students and all employees. Our students should receive the high level of personalized support that is a core attribute of Detroit Mercy being a national private university. We will identify and enhance processes to eliminate barriers to providing excellent customer service to students, while simultaneously forging a culture of appreciation and accountability to those who serve our students. Our employees should experience a campus culture that fosters a discerning environment where each unit becomes more integrated with other parts of the university and contributes to the growing health of the university.



[Action Plans](#) for goal three focus on Detroit Mercy's campus culture. Plans include customer service training for employees; enhanced employee satisfaction and recognition programs; advising, mentoring, and vocation development; mental health and wellness initiatives; enhanced student services; expanded employee support; appointment of a university-wide ombudsperson; and the creation of an Office of Diversity, Equity, and Inclusion. These plans include initiating customer service feedback mechanisms; hiring additional Human Resource staff, Wellness Center Counselors, and a Director of Diversity, Equity, and Inclusion.

[Goal-Three members of the Strategic Plan Implementation Task Force](#) met virtually during the 2020-2021 academic year to prioritize action plans and create implementation timelines. At the close of the academic year, six action plans were in the planning phase, eight were progressing as scheduled, and one had been implemented as a continuous University practice or completed. Statewide Covid-19 restrictions inhibited progress on some action plans but stimulated creativity for others. Resource requests for additional personnel were submitted for review by the Strategic Plan Budget Review Team. Measures of goal-three progress toward 2024 targets are documented in the appended dashboard. Measures include nationally used metrics for institutions of higher education such as student enrollment, retention, and graduation rates, as well as metrics specific to goal-three strategies: student satisfaction, mission awareness and appreciation, and employee satisfaction.

Goal 3: Passionately Serve Students and Each Other

Strategy 3.1: Create a Culture of Exceptional Customer Service to Students

Students deserve to experience exceptional and personalized service in all of their encounters on campus with food service, financial aid, public safety, the registrar's office, athletics, the fitness center, the library, the student success center and all academic administrative offices. "The Titan Way" equates to providing high-quality service and support to each student. We value a diverse student population and extend a special welcome to all new students.

Progress: Exceptional and personalized service to students begins with university employees who possess the knowledge, skills, and ability to serve students in a manner that is consistent with the Jesuit and Mercy traditions. Action plans are at various stages.

The University evaluated employee training programs that will focus on elevating students' customer service experience. A proposal and quote from ZingTrain is being considered. ZingTrain has an excellent reputation for working with institutions to build a culture of great service using their train-the-trainer model.

In addition to the professional training, employees will continue to receive training from the Office of Human Resources. In Fall of 2021 the Office of Human Resources will be hiring administrators to fill two vacant positions, providing an opportunity to hire individuals who understand that employee training and development is one of their essential roles.

Strategy 3.2: Ensure that Every Student Knows They are Cared For

Central to the Mission of the University, we are committed to the intellectual, spiritual, ethical and social development of our students. Providing students with support to navigate the challenges and opportunities in life is consistent with our Detroit Mercy Catholic identity.

Progress: Detroit Mercy's Wellness Center provides high quality interdisciplinary health, wellness, psychological and counseling services. The mission of the Wellness Center is promotion of services with a focus on developing the whole person; enhancing the physical, emotional, psychological, intellectual and spiritual well-being of students. They strive to facilitate students' personal growth and enhance their academic success. A resource request was submitted in support of hiring another therapist to assist in meeting the mental health needs of students on all campuses. The therapist will provide individual and group therapy sessions as well as participate in mental health programming for students. In Fall of 2021 the Wellness Center will hire a Personal Counselor.



Goal 3: Passionately Serve Students and Each Other

Strategy 3.3: Create a Culture of Respect and Collaboration among Employees

A campus community known for its service to students should also model a healthy and supportive campus environment for employees. Embracing a campus work culture established on principles of mutual respect, civility, appreciation of diversity and diverse perspectives, healthy communication and effective conflict resolution, enables us to better serve each other and our students.



Progress: The University values all of its employees and strives for a campus work environment that is welcoming to all. Progress on action plans are at various stages:

- Plans are underway to hire a Director of Diversity, Equity, and Inclusion. A position description has been created and a search committee formed. The Director will report to the President of the University and lead institutional change and educational effectiveness in the areas of inclusion, equity, and diversity. This position is a result of recommendations made by the Strategy 3.3 Sub-committee in collaboration with the Anti-Racism Task Force.
- Detroit Mercy's Anti-Racism Task Force has been collaborating with the Office of Human Resources to identify opportunities for employee training related to diversity, equity, and inclusion. Several proposals were submitted for the 2021 Colleague Development Day. Additional sessions will be offered annually through the Center for Excellence in Teaching and Learning.
- An anti-racism examen and climate survey will be conducted in 2021 to determine the cultural experience of all students and university employees. This information will be used to inform strategies, policies, and procedures related to creating a campus culture of respect and collaboration.
- Exit interviews are being offered by Human Resources to all individuals who are separating from the university. The interviews provide an opportunity for candid discussion, specifically the identification of areas that can benefit from improvement.

Goal 3: Passionately Serve Students and Each Other

KEY			Baseline Data Value ¹	2021 - 2022	2022 - 2023	2023 - 2024	2024 Goal	Goal Progress Indicator
 Goal Progress Unsatisfactory	 Goal Progress Satisfactory	 Goal Attained						
Key Performance Indicators								
Student Satisfaction²								
Concern for the Individual			5.4				6.0	
Responsiveness to Diverse Populations			5.5				6.0	
Service Excellence			5.4				6.0	
Student Centeredness			5.3				6.0	
Employee Perception of Student Satisfaction³								
Concern for the Individual			5.9				6.0	
Responsiveness to Diverse Populations			5.4				6.0	
Service Excellence			5.5				6.0	
Student Centeredness			5.8				6.0	

Notes

¹Baseline Data Values reflect data collected or reported in various years over the period from 2017 to 2021. Data collection and reporting vary by data source and are noted for each data source in the notes.

²The Student Satisfaction Inventory was administered to students on all campuses and at all class levels during the Winter 2017 semester. N=790 (17% response rate). Students were instructed to "tell us how satisfied you are that your institution has met this expectation", using a 7 pt. Likert Scale with 5 being somewhat satisfied, 6 being satisfied, and 7 being very satisfied.

³Institutional Priorities Survey administered to faculty, staff, and administrators during the Winter 2017 semester. N=517 (36% response rate). Faculty, staff, and administrators were instructed to "Indicate your level of agreement that your institution is meeting students' expectations", using a 7 pt. Likert Scale with 5 being somewhat agree, 6 being agree, and 7 being strongly agree.

Strategic Planning Implementation Task Force 2020 & 2021

2020 & 2021 Co-Chairs

Donald G. DiPaolo, Ph.D., Professor and Director of the Leadership Minor Program

John Hitchings, Assistant Athletic Director - Athletic Administration

Goal One - Strategic Planning Implementation Task Force Members

Goal One: Create Detroit's "College Town"			
Goal Captain: Timothy D. Nelson, Specialist-Web Communication			
Strategy 1.1 Enhance Student Engagement Strategy Coordinator - Monica Williams, Dean of Students	Faculty	Administrator or Staff	Student or Alumni
Delaney Alward, Sophomore-Psychology major and Leadership minor			
Christopher J. Kolon, Head Coach, Men's Lacrosse			
Diego Peralta, Sophomore-Business major and Leadership minor			
Clifford D. Sims, Assistant Athletic Director, for Marketing & Events Operations			
Dorothy Stewart, Associate Dean of Students			
Strategy 1.2 Improve Student-Centered Facilities Strategy Coordinator - Teri L. Kromrei, Associate Athletic Director, Internal Affairs	Faculty	Administrator or Staff	Student or Alumni
Dennis M. Carlesso, Executive Director, Major Gifts			
Lanae E. Gill, Director for Residence Life			
Madison Girolamo, Senior-Architecture major and Leadership minor			
Thomas Manceor, Vice President for Finance and Administration			
Albert T. Sachteleben, Construction Foreman			
David Vandelinder, Director for Facilities Operations and Construction Management			
Strategy 1.3 Connect to and Enhance the Surrounding Community Strategy Coordinator - Dan Pitera, Dean, School of Architecture	Faculty	Administrator or Staff	Student or Alumni
Fr. Tim Hipskind, Director, Service Learning Program			
Ceara M. O'Leary, Professor of Practice, School of Architecture and Community Development			
Nicholas J. Schroeck, Associate Dean, Experiential Education, School of Law			
Kennedi Seals, Junior-Biology major and Leadership minor			

Goal Two - Strategic Planning Implementation Task Force Members

Goal Two: Deliver Relevant and Dynamic Academics			
Goal Captain: Matthew Mio, Professor and Chair, Department of Chemistry and Biochemistry			
Strategy	Faculty	Administrator or Staff	Student or Alumni
Strategy 2.1 Establish a Process for Ongoing and Comprehensive Academic Program Evaluation Strategy Coordinator - Karen Lee, Associate Vice President for Academic Administration			
Steven Abell, Professor of Psychology (replaced Cheryl Munday after retirement)			
Abiodun Ige, Assistant Professor of Management			
Gnanada S. Joshi, Assistant Professor of Biology			
Cheryl Munday, Professor of Psychology (served until retirement)			
Nutrena Tate, Associate Dean, College of Health Professions			
Shelley Wagnon, Executive Director of Institutional Research & Effectiveness			
Invited Guests			
Leonard Kloft, Assistant Dean of Academic Affairs, College of Business Administration			
Victoria Mantzopoulos, Associate Dean, College of Liberal Arts & Education			
Noah Resnick, Associate Dean, School of Architecture and Community Development			
Elizabeth Roberts-Kirchhoff, Assistant Dean for Academics, College of Engineering & Science			
Strategy 2.2 Support the Academic Enterprise with Alternative Revenue Streams Strategy Coordinator - Ann Serra, Director of the Office for Sponsored Programs and Research Activities			
Nancy Calleja, Professor and Chair, Department of Counseling and Addiction Studies			
Teri Carroll, Senior Director of Development and College of Business Administration			
Arnold A. D'Ambrosio, Vice President for University Advancement			
Alysa Jackson, Director for University Services			
Kimberly Koelb, Associate Vice President for Finance & Controller			
Yvonne Lindstrom, Director of Corporate-Foundation Relations			
Strategy 2.3 Coordinate Marketing and Recruitment with Academic Goals Strategy Coordinator - Robert Vowels, Athletic Director			
Gary J. Erwin, Associate Vice President for Marketing and Communications			
Deborah Stieffel, Vice President for Enrollment Management & Student Affairs			
Strategy 2.4 Invest in Effective and High-Quality Teaching, Advising, and Mentorship Strategy Coordinator - Elizabeth Royal, Instructional Designer, Office of Digital Education			
Matthew Mio, Professor and Chair, Department of Chemistry and Biochemistry			
Oliver Nigh, Junior-Psychology major and Business and Leadership minors			
Carolyn Rimle, Assistant Dean for Academics, College of Engineering & Science			

Goal Three - Strategic Planning Implementation Task Force Members

Goal Three: Passionately Serve Students and Each Other

Goal Captain: Holly Kerstner, Associate Director for Student Service

	Faculty	Administrator or Staff	Student or Alumni
Strategy 3.1 Create a Culture of Exceptional Customer Service to Students Strategy Coordinator - Megan Novell, Head of Circulation and User Services, Library			
Kyle Bandyk, Junior, 5-year MBA major and Leadership minor			
Juliette Daniels, Assistant Dean of Student Services & Enrollment Management, School of Dentistry			
Shuvra Das, Professor of Mechanical Engineering			
Justin Hairston, Athletic Administration			
Nicole Shorter, Library Assistant			
Mary Taylor, Senior Human Resources Consultant			
Strategy 3.2 Ensure that Every Student Knows they are Cared for Strategy Coordinator - Erica Graze, Assistant Director, Student Success Center			
Felicia Hartinger, Director, Student Success Center			
Megan Jennings, Associate Dean, Student Affairs, School of Law			
Sr. Erin McDonald, University Minister for Service and Social Justice			
Catherine Punsalan-Manlimos, Assistant to the President for Mission Integration			
Annamaria Silveri, Director of Wellness Center			
Matt Turner, Junior-5 year MBA major and Leadership minor			
Strategy 3.3 Create a Culture of Respect and Collaboration Among Employees Strategy Coordinator - Amber Johnson, Director of TRIO Student Support Services			
Dalonzo Curges, Junior-Political Science major, Law and Leadership minors			
Anita Klueg, Director of University Ministry			
Kimberly Koelb, Associate Vice President for Finance & Controller			
Brigette Murphy-Barbee, Business Manager, School of Architecture and Community Development			
Anthony Neely, Associate Professor of Dentistry			
Lauren Paton, Assistant Dean of Finance and Business, College of Health Professions			

2020-2021 Strategic Planning and Budget, Facilities, and Safety Team

Anthony Neely	Associate Professor, School of Dentistry
Arnold D'Ambrosio	Vice President for University Advancement
Dan Pitera	Dean, School of Architecture and Community Development
Dave Vandelinder	Director, Facilities Operations & Construction Management, Construction Planning
Don DiPaolo	Professor & Coordinator for the Leadership Minor Program, College of Liberal Arts & Education
Gnanada Joshi	Professor of Biology, College of Engineering and Science, and MFA Representative
John Hitchings	Athletics Administration
Karen Lee	Associate Vice President for Academic Administration
Kimberly Koelb	Associate Vice President for Finance & Controller
Megan Novell	Head of Circulation, McNichols Library
Pamela Zarkowski	Provost & Vice President for Academic Affairs
Rebecca G. Nowak	Director, Clinical Operations & Outreach, School of Law
Robert Vowels	Athletic Director, Athletics Administration

2019-2020 Strategic Planning and Budget, Facilities, and Safety Team

Amy Smith*	Associate Dean for Operations, School of Law
Anthony Neely	Associate Professor, School of Dentistry
Arnold D'Ambrosio	Vice President for University Advancement
Dan Pitera	Dean, School of Architecture
Dave Vandelinder	Director, Facilities Operations & Construction Management, Construction Planning
Don DiPaolo	Professor & Coordinator for the Leadership Minor Program, College of Liberal Arts & Education
Gnanada Joshi	Professor of Biology, College of Engineering and Science, and MFA Representative
John Hitchings	Athletics Administration
Karen Lee	Associate Vice President for Academic Administration
Kimberly Koelb	Associate Vice President for Finance & Controller
Megan Novell	Head of Circulation, McNichols Library
Pamela Zarkowski	Provost & Vice President for Academic Affairs
Robert Vowels	Athletic Director, Athletics Administration

Note: *Fall 2019 only



2018-2019 Strategic Planning and Budget, Facilities, and Safety Team

Amy Smith	Associate Dean for Operations, Law School
Anita Klueg	Director, University Ministry
Anthony Neely	Associate Professor, School of Dentistry
Arnold D'Ambrosio	Vice President, University Advancement
Barraka Baber	Systems Administration - Network
Dave Vandelinder	Director, Facilities Operations & Construction Management, Construction Planning
Debbie Stieffel	Vice President for Enrollment Management & Student Affairs
Don DiPaolo	Professor & Coordinator for the Leadership Minor Program, College of Liberal Arts & Education
Gregory Grabowski	Professor of Biology, College of Liberal Arts & Education, and MFA Representative
Kim Koelb	Associate Vice President for Finance & Controller
Pamela Zarkowski	Provost & Vice President for Academic Affairs
Robert Vowels	Athletic Director, Athletics Administration
Will Wittig	Dean, School of Architecture

2017-2018 Strategic Planning and Budget, Facilities, and Safety Team

Amy Smith	Associate Dean for Operations, Law School
Anita Klueg	Director, University Ministry
Anthony Neely	Associate Professor, School of Dentistry
Arnold D'Ambrosio	Vice President for University Advancement
Barraka Baber	Systems Administration - Network
Dave Vandelinder	Director, Facilities Operations & Construction Management
Debbie Stieffel	Vice President for Enrollment Management & Student Affairs
Gregory Grabowski	Professor of Biology, College of Liberal Arts & Education, and MFA Representative
Pamela Zarkowski	Provost & Vice President for Academic Affairs
Robert Vowels	Athletic Director, Athletics Administration
Sheryl Johnson-Roulhac	Campus Labs
Will Wittig	Dean, School of Architecture
Zigmond Kozicki	Associate Professor, Health Services Administration