Dear Detroit Mercy Colleagues, Students, Alumni,

UNIVERSITY
DETROIT MERCY
Build A Foundation

Mission Alignment

The three primary goals, along with the WHQ 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 FXSHDQVRLV 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

Key Performance Indicators for

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 programing.

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 vtcevhat support student engagemnt. There is a unique and timely opportunity to extend the "college town" atmovreby helping to enhance the quality of life in the surrounding University District and LIVE6 Alliance neighborhoods by contributing to their attractivenesv

Goal 1 Strategies

Strategy 1.1: Enhance Student Engagement

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

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.

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 Univerty 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.

Key Performance Indicators

- Number of students participating in all extra-curricular and co-curricular activities
- Amount of funding committed to capital improvements related to student housing and general campus physical improvements
- Number of community members participating in events on campus
- Number of students engaging with businesses as an events in the surrounding community
- Student satisfaction with student life and campus facilities

Partial List of Action Plans

- Provide 24/7 Student Life
- Include Community Events
- Adopt a Sustainable Campus Initiative
- Improve Social and "Intellectual Commons" Spaces
- Improve Student Housing and Support Spaces
- Create a Multi-

GOAL 2: DELIVER RELEVANT AND DYNAMIC ACADEMICS

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

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

The University will recommit to the mission of assistin 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 integrat themes in the core curriculum that serve as the connective tissue that binds together the Detroit Mercy experience for all undergraduate students.

Goal 2 Strategies

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.

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 partnersh expanded sponsored research, expanded ext 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.

Strategy 2.3: Coordinate Marketing and Recruiting with Academic Goals

A robust, well

GOAL 3: PASSIONATELY SERVE STUDENTS and EACH OTHER

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

Amy Smith*	Associate Dean for Operations, Law School
Anthony Neely	Associate Professor, School of Dentistry
Arnold D'Ambrosio	Vice President, 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