

Strategic Plan

2021-2026

Educating
Global Leaders
for the
Next Century

Message from the president



For the past 96 years, Mount Saint Mary's University (MSMU) has been recognized nationally for its academic quality, community service, empowerment of women, leadership development and commitment to social justice. Our 2021-2026 Strategic Plan is a reflection of our strong foundation and a blueprint for the path forward as we embark on our next century of educating and developing global leaders.

Our past, present and future are shaped by the mission of the Sisters of St. Joseph of Carondelet — to respond to the needs of the times — and our community has consistently come together to empower our students to reach their highest potential, to better themselves and to better the world.

The past year and a half has been one of the most challenging times in our University's history. With tenacity, determination and a spirit of caring, our community proved itself to be resilient and unstoppable in the face of the Getty Fire in the fall of 2019, and now, during the COVID-19 pandemic.

Despite these challenges, we continue to foster a community of excellence and care. Our faculty and staff support our students' academic and co-curricular growth, and they lead by example. As we chart our path forward, we will continue to invest in our students, to challenge them and to inspire them as we prepare them to become leaders in both their communities and the wider world.

Sincerely,

A handwritten signature in black ink that reads "Ann McElaney-Johnson". The signature is written in a cursive, flowing style.

Ann McElaney-Johnson, PhD

President, Mount Saint Mary's University

Building upon a strong foundation

THE FIVE PILLARS OF DISTINCTION

The Five Pillars of Distinction are hallmarks of a Mount education. The Pillars drive innovative programs and initiatives through centers and institutes that serve as hubs for activity and engagement for the entire Mount community.

1. **Innovative Teaching and Learning**
2. **Women**
3. **Global Awareness and Understanding**
4. **Community**
5. **Spirit of the Founders**

The Five Pillars of Distinction are woven into the fabric of the University, and will continue to inspire the work of the 2021-2026 Strategic Plan.

THE CENTERS AT MOUNT SAINT MARY'S UNIVERSITY

The Center for Academic Innovation and Creativity (CAIC) brings together faculty, staff and student thought leaders from across our community to incubate and launch the most effective practices to support student success, innovative teaching, learning and engagement in the Scholarship of Teaching and Learning.

The Center for Global Initiatives (CGI) promotes the comprehensive internationalization of our university by serving as a catalyst and platform for global undergraduate research, faculty scholarship and intellectual dialogue. CGI fosters participation by the university's students, faculty and staff in global experiences both on campus and abroad.

The CSJ Institute is rooted in the rich history and charism of the Sisters of St. Joseph of Carondelet. The Institute advances the CSJ commitment to serve all persons without distinction, to respond to the needs of the times, and to prepare fearless visionaries for a just future.

The Center for the Advancement of Women (CAW) is a hub for gender equity research, advocacy and leadership development. The Center's vision is to find solutions to persistent gender inequities and work with partners to eradicate them in our lifetime.

The Center for Diversity, Equity and Inclusion (CDEI) is committed to fostering a diverse, anti-racist and welcoming community to people of all backgrounds. The CDEI creates and implements strategies for enhancing equity, diversity and inclusion, combating discrimination, and achieving our shared values of upholding dignity for all.

Strategic Plan 2021-2026

DEVELOPMENT

Beginning in Fall 2019, the Strategic Planning Committee began to gather input from the University community. Members of the committee hosted more than fifty open sessions and gave presentations, including both face-to-face and virtual town halls, for faculty, staff and students. At these presentations, the committee collected feedback from the community. This feedback formed the basis for all of the Plan's themes and goals.

IMPLEMENTATION

A core principle of the Strategic Plan is that it is a living document, a plan for ongoing and evolving action rather than a list of finite objectives. From the outset, we determined that the Plan must envision an approach to fulfilling its goals based on carefully sustained oversight; in fact, this sustained oversight is a goal in itself.

The guiding philosophy of the Strategic Planning Committee has been to faithfully reflect both the mission and culture of the institution, as well as the input that we have gathered from the entire community. The 2021-2026 Strategic Plan is "our" plan — a collective vision of where the University has come from and where we see ourselves headed over the next five years.

THEMES THAT TIE OUR VISION TOGETHER

The Strategic Planning Committee developed six equally important strategic themes that provide our community with a road map that illustrates the University's priorities and plans for the next five years.

- 1. Responding to the Needs of the Time:**
Articulating our Values, Mission and Vision
- 2. Becoming an Anti-Racist University:**
Celebrating and Promoting Diversity, Equity and Inclusion
- 3. Advancing an Education for the 21st Century:**
Enhancing Academic and Co-Curricular Programs and Opportunities
- 4. Sustaining the Institution:**
Finances, the Environment and the Health of the Community
- 5. Instilling Excellence:**
Building a Culture of Service, Collaboration and Care
- 6. Enhancing Infrastructure:**
Technology, Data and Facilities for the Next Century

THEME 1

Responding to the Needs of the Time: Articulating our Values, Mission and Vision

Our mission, values and vision prepare our students to engage in a dynamic and diverse global society.

As the Mount enters its second century, we convened students, faculty and staff to examine our current mission, values and vision statements to ensure we are meeting the needs of our community, and properly preparing future leaders while maintaining our core identity.

Rooted in the charism and heritage of our CSJs, we are called to educate our students to become leaders who embody and foster a spirit to serve others and promote positive change in the world. As such, our mission, values and vision statements will continue to reflect our profound commitment to excellence through our foundational principles of social justice, diversity and inclusivity; they will serve as the cornerstone for all goals set forth by the University's Strategic Plan.

GOAL 1

Create a values statement for the University to articulate the guiding principles, values and traditions that embody the University's mission

OBJECTIVE: To guide our commitment to excellence, social justice, diversity and inclusivity.

GOAL 2

Ensure our mission and vision statements reflect the diverse populations of students across our programs

OBJECTIVE: To guide the University toward a more inclusive future and build on our commitment to the learners of today and tomorrow.

THEME 2

Becoming an Anti-Racist University: Celebrating and Promoting Diversity, Equity and Inclusion

Mount Saint Mary's commitment to becoming an anti-racist institution is grounded in our CSJ heritage that calls us to engage all people without distinction and in service of social justice. Through our strategic initiatives, we will intentionally integrate diversity and inclusion into policies, practices and procedures within our institution.

We will create engagement opportunities that enhance our collective knowledge, awareness and empathic understanding of the complex ways individuals interact with local and global communities, while valuing the academic, social and educational benefits that arise from a diverse community.

GOAL 1

Increase diversity among all faculty

OBJECTIVE: To recruit, develop and retain a diverse faculty that is more reflective of the student body and the community at large.

GOAL 2

Promote and actively support the enrollment, development, retention and inclusion of a diverse population of students

OBJECTIVE: To increase the diversity of the Mount's student population that will lead to a deeper understanding of the increasingly global, complex and evolving nature of our community's cultural and social identities.

GOAL 3

Improve community climate by ensuring inclusive education and training for all students, faculty and staff

OBJECTIVE: To utilize the anti-racist, diversity, and inclusion research and pedagogical expertise of our faculty and staff in order to prepare our students to become leaders and global citizens, and to build a community for all faculty, staff and students.

GOAL 4

Create diverse and inclusive curriculum across the University

OBJECTIVE: To develop a diversified academic experience and curriculum reflective of the world at large.

GOAL 5

Increase the University's offerings and engagement experiences through more effective and diverse community partnerships

OBJECTIVE: To strengthen the Mount's association and partnerships with organizations in our regional and global communities engaged in social justice work to empower our community on and off our campuses.

THEME 3

Advancing an Education for the 21st Century: Enhancing Academic and Co-Curricular Programs and Opportunities

As an institution committed to delivering an exceptional education to our students, we must be dedicated to the continuous quest for academic excellence. Faculty will be encouraged to be innovative and to take risks. Students will be emboldened to think creatively and concretely about their personal and professional goals and aspirations. Expanded and enhanced undergraduate honors programs and research opportunities, internships and robust Career Services offerings will complement academic programs to prepare students for graduation and fulfilling lives and careers.

GOAL 1

Amplify the women's college experience for the traditional undergraduate students at Chalon

OBJECTIVE: To create a dynamic, integrated cultural, intellectual and holistic student experience at the Chalon Campus.

GOAL 2

Develop new programs and certificates across academic programs

OBJECTIVE: To enrich the intellectual, cultural and institutional profile of the Mount by responding to market demands for specific areas of expertise in our graduates.

GOAL 3

Increase support for academic programs by providing the resources, tools and opportunities for effective and innovative teaching and faculty-led research initiatives

OBJECTIVE: To build strong and effective academic programs and nurture a culture of robust intellectual inquiry through interdisciplinary course offerings supported by innovative instructional technologies and pedagogies.

GOAL 4

Increase opportunities for undergraduate research and internships, and expand the honors program

OBJECTIVE: To comprehensively enhance the undergraduate experience and ability for students to gain real-life experience and preparation for future career and academic success through research opportunities, internships and an expanded honors program.

GOAL 5

Establish career and professional services for the 21st century

OBJECTIVE: Implement the most effective technologies and practices to provide robust offerings for career development at the undergraduate, graduate and postgraduate level. Build a committed and connected network of Mount alums, as well as community and corporate partners.

GOAL 6

Establish undergraduate to graduate pathways

OBJECTIVE: To ensure that our undergraduates are aware of the benefits of graduate school, as well as the opportunities available to them at Mount Saint Mary's or other institutions.

THEME 4

Sustaining the Institution: Finances, the Environment and the Health of the Community

As Mount Saint Mary's University prepares itself not only for its centenary, but also for its next century, it is important that the University continue to build a robust and sustainable financial footing. The uncertainties that lie in our future require that the University be able to react nimbly to a variety of potential challenges. We are also committed to helping to build a sustainable world and improving the local and regional natural environments, goals that involve preparing our students to lead our society toward a more sustainable future. Alongside our focus on the environment and the financial health of the institution, our continued commitment to wellness supports the holistic health of our community, enabling diverse populations to make healthy lifestyle choices.

GOAL 1

Continue to build a robust and sustainable financial footing for the University

OBJECTIVE: To position the University on a strong and stable financial footing in a dynamic and increasingly competitive environment.

GOAL 2

Support environmentally friendly practices and protocols at the University, and actively work to reduce its environmental footprint

OBJECTIVE: To educate our community about environmental issues, to mitigate the University's carbon footprint and to help develop a community of environmentally conscious individuals.

GOAL 3

Continue to support wellness in the University community

OBJECTIVE: To continue our commitment to the holistic well-being of Mount students, faculty and staff.

THEME
5**Instilling Excellence:
Building a Culture of Service,
Collaboration and Care**

We continue to strive for excellence in all areas of our community. Transparency, collaboration and innovation are instrumental as we foster a culture of excellence in academics, student support services, as well as the departments that provide the operational and administrative functions of the University.

GOAL 1**Improve accessibility of student services**

OBJECTIVE: To ensure students across all programs have a positive experience utilizing University services.

GOAL 2**Improve University communication and collaboration across all departments and between campuses**

OBJECTIVE: To enhance the sharing of information, collegiality, functionality and response to student, faculty and staff needs, and to improve satisfaction among students, staff and faculty and to create and nurture a culture of excellence and care.

THEME 6

Enhancing Infrastructure: Technology, Data and Facilities for the Next Century

Technology, data and facilities form the basis of the University's infrastructure. By adapting behaviors, systems and practices through initiatives in technological excellence, we will support our students, faculty and staff in an ever-changing digital landscape. By making data-driven decisions, the University can respond more effectively to the shifting needs of the community. And by supporting the facilities and resources critical to research, learning and student success, we will prepare Mount graduates for excellence.

GOAL 1

Increase data integration across University systems

OBJECTIVE: To integrate data from academic and nonacademic areas for better communication, functionality, reporting and analyses.

GOAL 2

Develop infrastructure and structures to maintain institutional continuity during an emergency

OBJECTIVE: To ensure the University continues to deliver on its mission during emergencies, crises and natural disasters.

GOAL 3

Enhance research and laboratory space, and equipment required by faculty to conduct research

OBJECTIVE: To support the ability of faculty members and faculty/students to conduct advanced research.

GOAL 4

Renovate and enhance performance spaces at the University, including the William H. Hannon Theater and The Rose Hills Auditorium

OBJECTIVE: To provide high-quality spaces on both campuses for musical and theatrical performances, film screenings, public lectures and presentations.

GOAL 5

Increase maintenance of technology infrastructure across campuses

OBJECTIVE: To keep technology up to date and working properly is a critical element in the effective delivery of instruction and the overall functioning of the University.

GOAL 6

Transform the University's libraries into hubs for student learning

OBJECTIVE: To increase the technological capability of the library, make it easier for students to access academic support, and provide flexible learning spaces and access to technology that enhances learning and research.

GOAL 7

Continue to enhance the integrity and security of technology and University data

OBJECTIVE: To support innovation in technology across the University, and to achieve greater accuracy, timeliness and quality of information for decision making.

About Mount Saint Mary's University

Mount Saint Mary's is the only women's university in Los Angeles and one of the most diverse in the nation. The University is known nationally for its research on gender equality, its innovative health and science programs and its commitment to community service. As a leading liberal arts institution, Mount Saint Mary's provides year-round, flexible and online programs at the undergraduate and graduate level. Weekend, evening and graduate programs are offered to both women and men. Mount alums are engaged, active global citizens who use their knowledge and skills to better themselves, their communities and the world.

The University is designated as a Hispanic-Serving Institution (HSI), and its student demographics reflect the ethnic diversity of Southern California. Mount Saint Mary's University is proud to serve and be recognized for our service to the members of the United States military and the nation's veterans. The student population, which is 89% female, is also 12% Asian/Pacific Islander, 7% Black, 54% Hispanic, 12% white and 14% other/multi-racial. Ninety-nine percent of the traditional undergraduates receive some form of financial aid, and 49% of these students are the first in their families to attend college.



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