



MARIAN UNIVERSITY
— Indianapolis —®

STRATEGIC PLAN 2025

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EXECUTIVE SUMMARY
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MESSAGE FROM THE PRESIDENT

Greetings from Marian University!

Human flourishing is the ultimate purpose of every great university. When all is said and done, great universities stand for the flourishing of the individual human person and of society as a whole.

Notice that “flourishing” means much more than incremental growth. It means a genuine blossoming of all the gifts and talents that individuals and groups have been given by God for the benefit of others. That’s why we invest so much time, effort, and money in the pursuit of excellence in teaching, research, the arts and sciences, health care, business, political science, athletics, and diverse forms of extracurricular learning. We want every student—and the university community as a whole—to take the gifts we have received from a generous God and cultivate them so that they blossom into magnanimous forms of human flourishing.

Marian University’s Strategic Plan 2025 proposes an ambitious agenda for the next decade. Building on the incredible successes of the past (which many are calling the Marian Miracle), we want to ensure that all areas of our academic program and campus life promote human flourishing!

In order to be successful in this, we’ve chosen to respond to today’s critical need for *transformational leaders* in education, health care, business, church ministry, civic life, and every other profession. Transformational leaders are not necessarily people in positions of authority (CEO, principal, governor, pastor, chief nurse, etc.). We believe that transformational leaders are women and men who are so well-educated, experienced, and trustworthy, that people freely choose to follow them as mentors, guides, and inspirational leaders. Leaders can be classroom teachers, firefighters, physician’s assistants, accountants, church musicians, and much more. Transformational leaders are agents for positive change wherever they are!

Our goal over the next 10 years is to double the number of men and women who graduate from Marian University well-prepared to serve as leaders in their respective fields. To meet this goal, we have to accomplish all of the ambitious action plans, which we have organized under the five power goals and 18 strategic priorities that are summarized in this document.

Some have looked at our plans and asked, “How can you possibly accomplish this in only 10 years?” Our response, “By ourselves, it would be impossible. But with God’s help and the active engagement of trustees, alumni, donors, and friends, we’re confident that this aggressively ambitious plan will become reality!”

I invite you to read this plan carefully and then ask yourself, “How can I contribute my time, talent, and money to help Marian University promote human flourishing? What can I do to help prepare transformational leaders for service to the world?”

May the Blessed Virgin Mary, our patroness, and Saints Francis and Clare of Assisi, bless us abundantly in our efforts to cultivate this great Catholic Franciscan university as a source of human flourishing for individuals and for our society.

Daniel J. Elsener



President of Marian University



MARIAN UNIVERSITY VISION

To provide an education distinguished in its ability to prepare transformative leaders for service to the world.

POWER GOALS



MISSION: To be a great Catholic university dedicated to providing students with excellent teaching and learning in the Franciscan and liberal arts tradition.

VALUES: To reflect prayerfully on the Gospels to determine the ways we can advance: the dignity of the individual; responsible stewardship; peace and justice; and reconciliation.



VISION

To provide an education distinguished in its ability to prepare transformative leaders for service to the world.

As the result of an extensive year-long visioning process, the Marian University Board of Trustees has affirmed our focus on transformational leadership. We will provide every student with the tools necessary to become a leader in his or her chosen profession—business, education, health care, science, public service or church ministry.

MISSION

To be a great Catholic university dedicated to providing students with excellent teaching and learning in the Franciscan and liberal arts tradition.

A foundation in the liberal arts greatly enhances the specialized and technical training that students receive in professional schools. Further, our value-laden Catholic Franciscan education provides students from all religious backgrounds with opportunities to develop a strong character and a commitment to personal and professional ethics.

VALUES

To reflect prayerfully on the Gospels to determine the ways we can advance: the dignity of the individual; responsible stewardship; peace and justice; and reconciliation.



WILDLY IMPORTANT GOAL (WIG)

In order to meet the growing need for leaders who are well-educated, experienced, and trustworthy, by 2025 Marian University will double the number of annual graduates to 1,500 men and women who are prepared to serve as transformational leaders in education, health care, business, ministry, and other professional fields.

To achieve this aggressively aspirational goal, Marian University will need to grow substantially its human, physical, and financial resources. Marian University's Strategic Plan 2025 provides a detailed, measurable pathway to implementing our vision, mission, and five power goals.

Power Goal 1: Mission and Identity

Place Marian University at the forefront of national and international efforts to educate and form lay, vowed, and ordained leaders for key roles in the Church’s mission of health care, education, social service, ministry, and administration through the vibrant living out of the Catholic and Franciscan sponsorship values of Marian University. The Franciscan values and traits of Marian University (intellectual, spiritual, and abilities) will be evident in our graduates, helping them in their professions and beneficial to their personal lives.

STRATEGIC PRIORITIES

→ *Increase the number of San Damiano Scholars by 70 per class by 2020.*

Metrics

- Leading Indicators: Applications and admitted students, number of contacts with school and parish leaders, number of visits to parishes and schools
- Lagging Indicators: Plan for a 15 percent increase annually in first-time, full-time freshmen

Person(s) Responsible

Vice president for enrollment/associate director of recruiting and marketing for San Damiano Scholars

→ *Grow endowed funds for San Damiano scholarships and seminarian scholarships from \$5 million to \$50 million.*

Metrics

- Leading Indicators: Number of new major donor contacts and asks per month, number of gifts at \$25k or more
- Lagging Indicators: Annual growth plan to get from \$5 million to \$50 million by 2025

Person(s) Responsible

Senior vice president for mission, identity, and planning; senior vice president for advancement; director of Rebuild My Church fundraising and church relations

→ *Ensure sustainable financial support for the Sisters Legacy Fund.*

Metrics

- Leading indicators: May emerge once definition below is clear
- Lagging Indicators: Need definition of “sustainable financial support” in order to set target and incremental progress measures

Person(s) Responsible

President; senior vice president for institutional advancement

→ *Secure funding for religious art and architecture initiatives and program costs.*

Metrics

- Leading Indicators: Number of grant and foundation applications submitted and/or donors identified for whom this is a serious interest
- Lagging Indicators: Projects/initiatives funded annually

Person(s) Responsible

Senior vice president for mission, identity, and planning; advancement team

→ *Gather quantitative and qualitative data from students, alumni, and employers regarding the role and value of a Marian University education steeped in the Catholic Franciscan tradition.*

Metrics

- Leading Indicators: Survey instruments designed and distributed, analysis and reports made based on findings
- Lagging Indicators: Develop a rubric around Franciscan values, gather qualitative and quantitative data from the groups mentioned above using a Likert scale

Person(s) Responsible

Vice president for marketing communications; vice president for student affairs; executive director of Rebuild My Church; director of alumni relations; director of institutional research

POWER GOAL 1: PROJECTED COSTS

Program Costs	\$9,182,000
Capital Costs	\$500,000
Endowment Needed	\$50,000,000
Total	\$59,682,000



Power Goal 2: Academic Quality

Advance the academic quality of Marian University to the top 10 percent of peer universities as measured by the following:

- Retention – achieve an 85 percent retention rate. This is our target, and our progress toward it is a lagging indicator. The Moving the Needle project gives us a number of leading indicators we can use to track progress as well. The Credo MTN team would say that achieving this will require an improved new student profile as well as the MTN module improvements.
- Increased presence and strength of graduate programs and leadership programs; increasing numbers of students and programs are lagging indicators; applications and admitted students by program are leading indicators.
- Achievement of promised learning outcomes via objective measures such as test results, passing professional exams, portfolio building, job placement, and graduate/professional school acceptance are lagging indicators.
- Institution of a robust system of measuring the satisfaction of corporations/organizations with the preparedness of our graduates (including M.A. and Ph.D. candidates and professional studies students), as well as the satisfaction of these graduates themselves with their education and preparation. Satisfaction surveys of graduates and employers are lagging indicators.

STRATEGIC PRIORITIES

→ *Achieve nationally recognized success in STEHM, business, education, and unique liberal arts majors/programs with a resulting 50 percent growth in first-year, full-time undergraduate enrollment.*

Metrics

- Leading Indicators: Admitted students and campus visits by program
- Lagging Indicators: Starting point for each program’s new student enrollment now, and planned growth, per year resulting in 50 percent increase

Person(s) Responsible

Assistant provost for teaching excellence and assessment of learning

→ *Implement a high-quality graduate culture that creates at least 14 masters and doctoral programs with enrollment of at least 1,200 students by 2025.*

Metrics

- Leading Indicators: Programs in development process, enrollment strategies and marketing plans for graduate programs
- Lagging Indicators: Programs approved, number of graduate students enrolled

Person(s) Responsible

Assistant vice president and director of graduate studies; vice president for enrollment; vice president for marketing communications

→ *Globalize the campus through the targeted recruitment of international students (10 percent of the student body), study abroad participation (25 percent of our students will have at least one out-of-the-country experience prior to graduation), and development of an ESL center for international students (75-100 students) who need up to a year of intensive English language training prior to beginning a traditional program of study.*

Metrics

- Leading Indicators: Recruitment – admitted students from other countries
Study abroad – number of students who come to info sessions
- Lagging Indicators: New student enrollment, study abroad participation, and ESL enrollment

Person(s) Responsible

Vice president for enrollment; McKinney chair of international programs and executive director for global initiatives; chair of the Department of Languages and Cultures, director of study abroad, and assistant professor of German

POWER GOAL 2: PROJECTED COSTS

Program Costs	\$16,575,000
Capital Costs	\$35,000,000
Total	\$51,575,000



Power Goal 3: Enrollment

Increase full-time equivalent (FTE) students from 2,700 in 2014-15 academic year to 4,200 in 2024-25. This will require attracting an additional 750 graduate students and 500 undergraduate students (for a total undergraduate student population approaching 2,000 by 2025). Lagging indicators are created by annual growth plans and goals.

STRATEGIC PRIORITIES

→ *Achieve undergraduate retention and enrollment growth through new recruitment initiatives/targets and “Moving the Needle” implementation with annual goals for improvement.*

Metrics

- Leading Indicators: Recruitment strategies leading to number of admitted students
- Lagging Indicators: Retention – freshman to sophomore return rate

Person(s) Responsible

Vice president for enrollment; vice president for student affairs



→ *Create a measurable and effective marketing program that is designed to achieve the stated increase in enrollment from traditional and new markets (regional and national).*

Metrics

- Leading Indicators: Marketing dollars invested, click-through rates from digital advertising
- Lagging Indicators: Market research will help to establish benchmarks, visits to website, campus visits and applications will be leading indicators as well enrollment growth

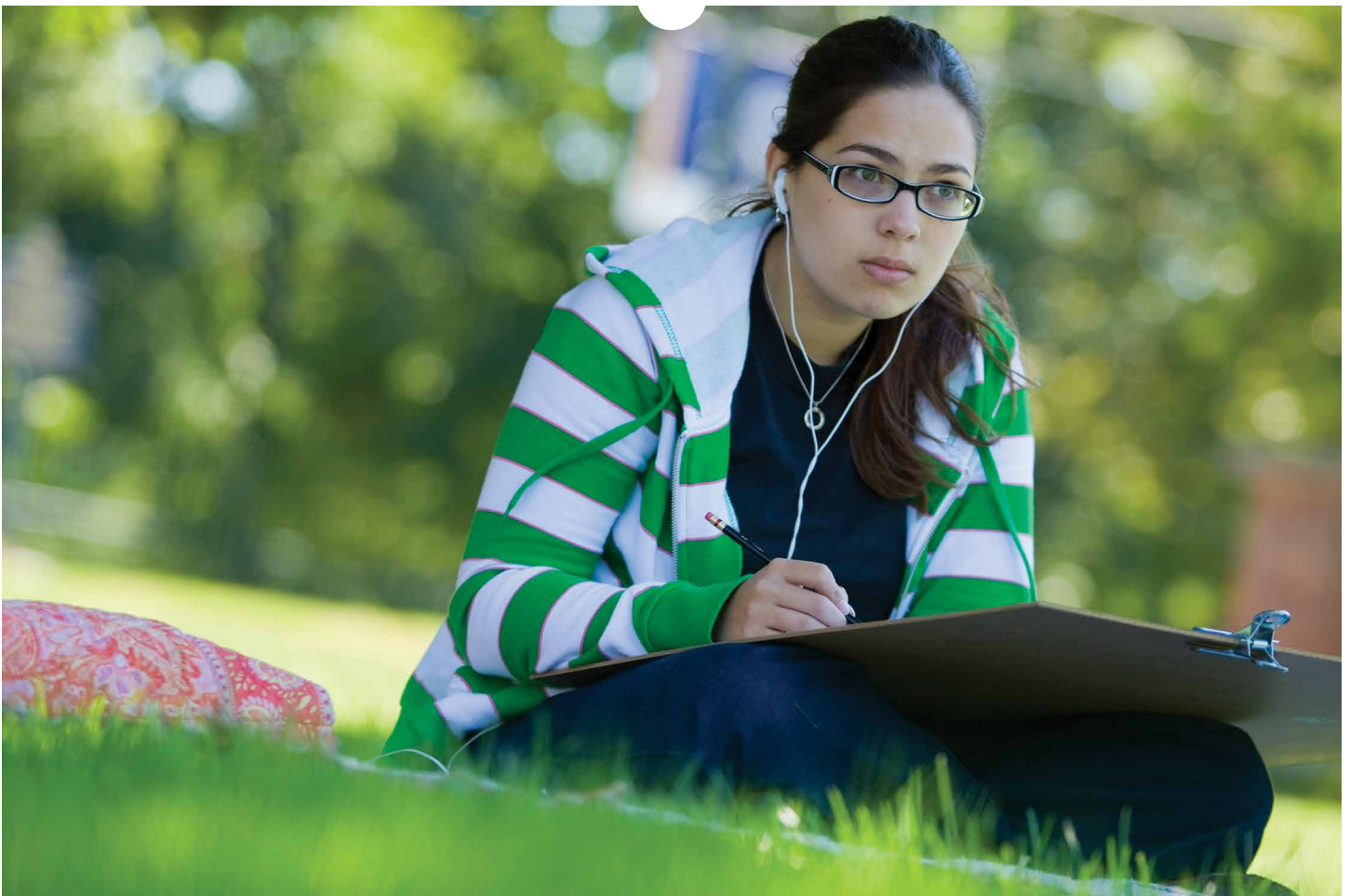
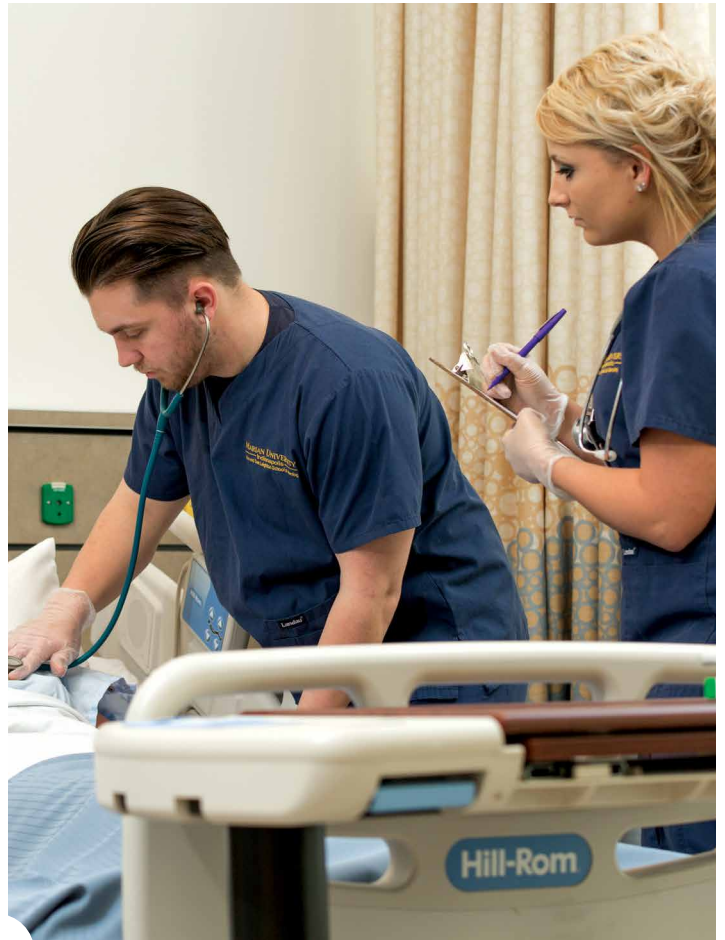
Person(s) Responsible

Vice president for marketing communications; vice president for enrollment



POWER GOAL 3: PROJECTED COSTS

Program Costs	\$9,133,000
Capital Costs	\$55,000,000
Total	\$64,133,000



Power Goal 4: Leadership

Establish a culture of leadership threaded throughout curricular and co-curricular programs so that every student and faculty member will gain valuable leadership tools within their specific academic majors, our leadership programs, and comprehensive institutional commitment to excellence in leadership development. Marian University will be nationally recognized for the transformational leaders it prepares for health care, education, business, social services, civic, and church life.

STRATEGIC PRIORITIES

→ *Advance the Marian University Academy for Teaching and Learning Leadership to national prominence in educational leadership. National prominence begins with local and regional prominence and extends outward.*

Metrics

- Leading Indicators: Faculty presentations at regional/national conferences
- Lagging Indicators: Survey instruments; number of times the academy is cited in either popular or scholarly articles; investment by individuals, corporations, and foundations based on perceived prominence.

Person(s) Responsible

Director of the Academy for Teaching and Learning Leadership and associate professor of leadership; vice president for leadership; senior vice president for institutional advancement

→ *Establish a nationally recognized Center for Transformational Leadership. Under the direction of a vice president for leadership, the concepts piloted in the academy will spread to all areas of the campus. Transformation leadership will become a university focus for all, not just students. The expected outcome is that leadership concepts will be present in every program at multiple levels for every student. Additionally, every faculty/staff member in a leadership role will have the opportunity for leadership training.*

Metrics

- Leading Indicators: Develop a student and faculty survey on the value of the center and its programs
- Lagging Indicators: Measure the number of programs that include a leadership component, and track faculty/staff participation in leadership training

Person(s) Responsible

President; vice president for student success and engagement and dean of students; vice president for leadership

→ *Establish a nationally recognized speaker series with associated leadership prize given annually.*

Metrics

- Leading Indicators: Identify audience of influential people in business, health care, education, church, and civic life; cultivate relationships through one-on-one meetings; attendance at speaker series
- Lagging Indicators: Increase in the number of influential people who are engaged in Marian University's mission and who participate in leadership-themed events

Person(s) Responsible

Senior vice president for institutional advancement; vice president for leadership



POWER GOAL 4: PROJECTED COSTS

Program Costs	\$11,143,000
Capital Costs	\$2,000,000
Total	\$13,143,000



Power Goal 5: Expand Resources Available

Secure the financial resources needed to more than triple our current net assets from \$85 million to \$350 million so as to fully achieve the aggressively aspirational vision and goals of Marian University’s Strategic Plan 2025. Provide the facilities required to serve the university’s vision and mission, accommodate enrollment growth in the Byrum School of Business, School of Mathematics and Sciences, and School of Liberal Arts, and support student life programs in leadership, fitness, and extracurricular activities.

STRATEGIC PRIORITIES

→ *Recruit, develop, and evaluate outstanding Marian University personnel in light of the vision, mission, value, and goals in this plan.*

Metrics

- Leading Indicators: Develop and implement human resource development programs (emphasis on leadership), use survey instruments on employee engagement to help assess progress
- Lagging Indicators: Performance goals accomplished, retention of employees, continued recognition as an excellent workplace

Person(s) Responsible

Chief financial officer; director of human resources

→ *Efficient and Effective Management – Manage all resources including facilities and technology to reduce cost and advance quality. Ensure that we have enough classroom space, housing and eating facilities, research space, IT infrastructure, athletic facilities, and faculty/administration offices to accommodate the growth.*

Metrics

- Leading Indicators: Cost/credit hour, percentage of classes with fewer than 10 students, a strong balance sheet to support additional borrowing
- Lagging Indicators: Achieve financial metrics in the 10-year financial plan

Person(s) Responsible

Chief financial officer

→ *Innovation – Constantly pursue, invest in (establish \$2 million innovation fund), and implement innovative ways to achieve learning outcomes and experiences for the students we serve.*

Metrics

- Leading Indicators: Dollars invested over time
- Lagging Indicators: Establish fund, implement growth plan, measure learning outcomes

Person(s) Responsible

Vice president for administration and general counsel; president

→ *Fundraising – Raise \$15 million to \$25 million per year in the next 10 years to ensure the endowment increases from \$50 million to a minimum of \$250 million in 2025.*

Metrics

- Leading Indicators: Annual fund, annualized giving patterns (first step in moving management toward major capital and endowment gifts), donor visits, proposals, and formal requests “closed”
- Lagging Indicators: Annual fund and major capital and endowment giving totals achieved annually

Person(s) Responsible

Senior vice president for institutional advancement

→ *Collaboration – Establish bilaterally productive and mutually beneficial partnerships with local, state-wide, national and international partners in all areas of this strategic plan.*

Metrics

- Leading Indicators: Identify key partnerships and outcomes, make connections and secure commitments for each
- Lagging Indicators: Successes directly attributable to partnerships

Person(s) Responsible

President; vice president for administration and general counsel

POWER GOAL 5: PROJECTED COSTS

Program Costs	\$13,356,000
Capital Costs	\$2,275,000
Endowment Needed	\$140,000,000
Total	\$155,631,000

Schmidt Associates' architectural rendering of the proposed new home of the Byrum School of Business, opening Fall 2017.



EXECUTING THE PLAN

To execute the Strategic Plan 2025, Marian University estimates it will need to raise an additional \$344,000,000 in revenue over the next 10 years. The additional revenue will be raised via:



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