

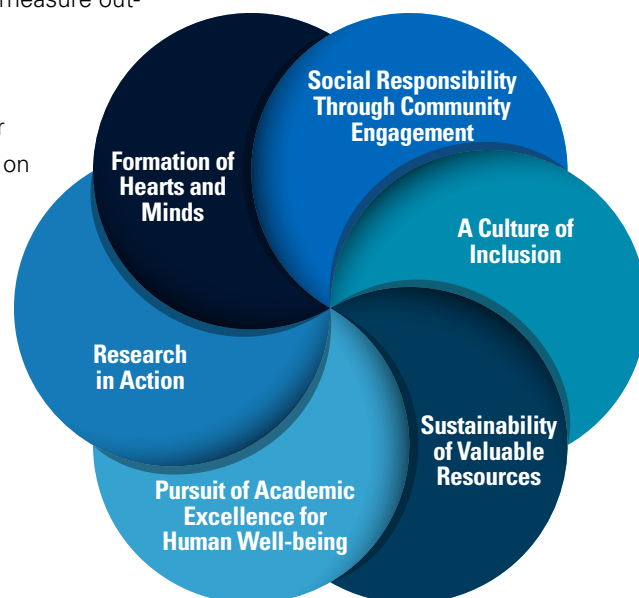
BEYOND BOUNDARIES: MARQUETTE'S STRATEGIC PLAN

Grounded by our Guiding Values and inextricably tied to the university's mission and vision, Beyond Boundaries sets in motion a clear strategy for Marquette's future — where we want to be, how we will get there and what we can do to go further, to Be The Difference for our students.

Beyond Boundaries is an integrated, actionable plan built around six themes. Together, those themes set the course for Marquette to be recognized among the most innovative and accomplished Catholic, Jesuit universities in the world.

STRATEGIC PLAN IMPLEMENTATION STRUCTURE

- Each theme is led by a **Theme Leader** who oversees the Beyond Boundaries Operations Team in managing projects, executing tactics and measuring outcomes.
- Each theme has a **Beyond Boundaries Operations Team**, which reports to the Theme Leader. The Operations Teams are charged with prioritizing tactics, identifying appropriate metrics to measure outcomes and making budget recommendations.
- Each Theme Leader reports to the **Beyond Boundaries Steering Committee**, made up of deans from various disciplines and the senior vice president and chief operating officer. The BBSC's role is to advise on implementation, alignment and priorities, and to act as a liaison to the University Leadership Committee, the Executive Leadership Team and the Board of Trustees.
- The **Executive Leadership Team** (president, provost and senior vice president) reviews the BBSC's recommendations, provides timely final decisions and ensures university alignment. The ELT is also responsible for removing barriers to progress for each theme and allocating resources and funding.



MARQUETTE'S CAMPUS MASTER PLAN: A BLUEPRINT FOR CHANGE

A road map for capital projects over the next 15 to 20 years, the campus master plan will change the physical appearance of campus as well as how the university educates students, conducts research, fosters community, and promotes its mission and values. It is linked to the themes in the strategic plan.

MARQUETTE MOMENTUM

Read this regular series in Marquette Today that showcases how Marquette is implementing Beyond Boundaries. Recent features include: online learning, a new MARQetplace eprocurement system, the Center for the Humanities, supporting student success and reimagining student media space. Visit today.marquette.edu to read more.

Our Beyond Boundaries strategic plan is a living, breathing and evolving plan. Stay up-to-date on progress by visiting marquette.edu/strategic-planning.

Pursuit of Academic Excellence for Human Well-being

Theme Leader: **Dr. Kimo Ah Yun**, acting provost and executive vice president for academic affairs

- Secure permanent funding for undergraduate Honors Program (complete)
- Implement digital and adult learning strategy (in process)
- Implement student retention initiatives, including Civitas student retention software, Higher Education Regional Alliance participation and proposed quality initiative for the Higher Learning Commission (in process)

Research in Action

Theme Leader: **Dr. Jeanne Hossenlopp**, vice president for research and innovation

- Review and update prior goals, objectives, tactics and metrics (in process)
- Create a summer research institute for mid-career faculty (pilot program conducted in summer 2018; recruiting underway for summer 2019)
- Develop support programs for federal funding opportunities (in process)
- Continue Explorer Challenge, conduct an impact assessment and develop an annual research and innovation report (in process)
- Prioritize 707 Hub programming (in process) and open the Henke Terrace (complete)
- Launch research projects in the Athletic and Human Performance Research Center (four pilot projects funded)
- Create Institute for Women's Leadership (announced in January 2019; expected to open in July 2019)

A Culture of Inclusion

Theme Leader: **Dr. William Welburn**, vice president for inclusive excellence

- Implement Unlearning Racism series (ULC completed in spring 2019; faculty, staff and student workshops in process) and Implicit Bias workshops for employees and students (ongoing)
- Advance pipeline initiatives and high-impact programs for underrepresented students (ongoing)
- Manage retention efforts, including working toward a better resourced Emergency Fund for low-income students (ongoing)
- Carry out cluster hires of faculty for Race, Ethnicity, and Indigeneity Studies program (first round completed in spring 2018; second round in process)
- Facilitate and support Employee Resource Groups (ongoing)
- Engage diverse communities beyond our campus, including the HSI initiative and Leadership and Brotherhood Summit (ongoing)

GET INVOLVED

Have an idea? Want to volunteer? Is work you're doing contributing to a strategic plan theme? Email one of the theme leaders listed above!

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Social Responsibility through Community Engagement

Theme Leader: **Dr. Dan Bergen**, executive director of the Office of Community Engagement

- Open the Office of Corporate Engagement and Partnerships, and welcome to campus the new vice president of Corporate Engagement Dr. Maura Donovan (office opened in January 2019)
- Implement a Community Engagement Database (in process)
- Explore inclusion of community and corporate engagement in research, teaching and service in the Promotion and Tenure process (in process)
- Develop a Community Engagement in Research faculty mentorship program (in process)
- Plan the fourth annual Marquette Community Engagement Symposium (in process)
- Wrap up Community Engagement Task Force 2.0, through which over 80 campus and community stakeholders were engaged in a deep assessment of our efforts in community engagement (completed fall 2018)
- Name the President's Challenge grant winner recognizing an interdisciplinary team of faculty and community partners (Next Step Clinic grant winner announced January 2019)

Formation of Hearts and Minds

Theme Leader: **Dr. Xavier Cole**, vice president for student affairs

- Brainstormed, prioritized and received approval for a new tactic: Hiring for Mission, to include recruiting, onboarding and developing for mission (complete)
- Operationalize new "hiring for mission" tactic (in process)
- Conduct a complete review and update of existing objectives and tactics for Formation of Hearts and Minds (in process)

Sustainability of Valuable Resources

Theme Leader: **Joel Pogodzinski**, senior vice president and chief operating officer

- Initiate Leadership Development program (launched 2018)
- Implement MARQplace e-Procurement solution (launched February 2019)
- Increase alumni giving rate and current-use fundraising results (in process)
- Initiate campus infrastructure optimization projects and continuous improvement projects (in process)
- Measure employee engagement (survey to be conducted April 2019)