

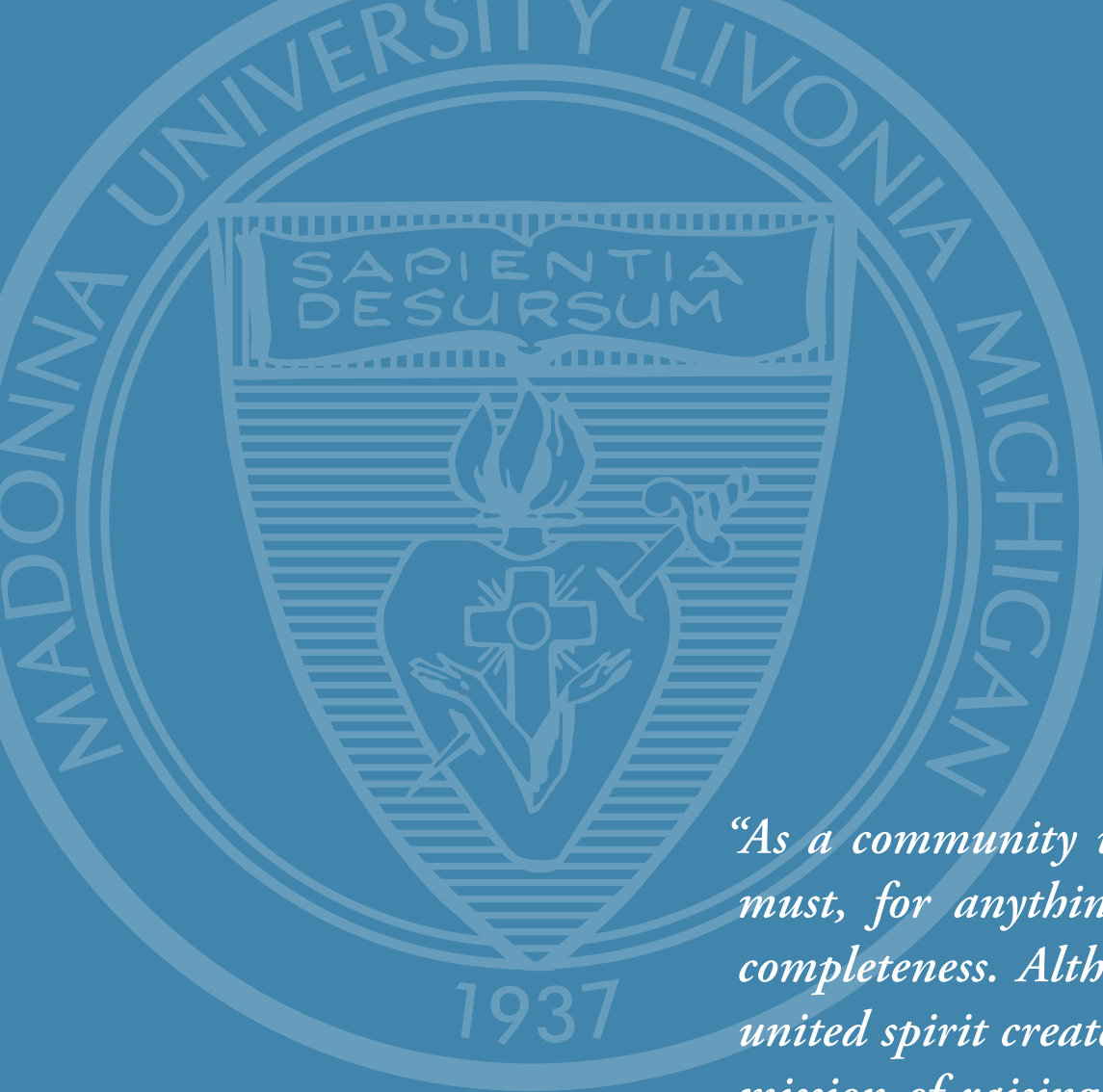
# Leading the Way

WITH 2020 VISION



**M** MADONNA  
UNIVERSITY

LONG RANGE PLAN



*“As a community we are called to excel, and excel we must, for anything less than excellence cries out for completeness. Although we vary, person to person, our united spirit creates an organic whole charged with the mission of raising Catholic higher education to loftier pinnacles on the horizon of intellectual inquiry.”*

Sr. Rose Marie Kujawa, CSSF, President

# Mission

*The mission of Madonna University, a Catholic and Franciscan institution of higher learning, is to instill in its students Christian humanistic values, intellectual inquiry, a respect for diversity, and a commitment to serving others through a liberal arts education, integrated with career preparation and based on the truths and principles recognized within a Catholic tradition.*

*Madonna's mission receives its spirit from these Franciscan Values:*

- *Respect for the dignity of each person*
- *Peace and justice*
- *Reverence for creation*
- *Education for truth and service*



# Introduction



*Since its founding by the Felician Sisters of Livonia, Madonna University has remained committed to the spiritual, educational and service-oriented mission of its heritage... that of education for truth and service.*

## FELICIAN SISTERS, FOUNDERS

The foundation of Madonna University can be traced to 1855 in Warsaw, Poland where a young woman named Sophia Truskowska, formed a religious order dedicated to caring for the poor, the homeless, the sick and the elderly. Known as the Felician Sisters, this small group of women dedicated themselves to helping their community through the teachings of St. Francis of Assisi. The first Felician Sisters arrived in the United States in 1874, settling in a Polish community in Wisconsin to establish schools for the community's children. By 1880, the Felician Sisters had expanded their efforts into Michigan, administering schools in both Bay City, and Detroit. As the Felician community grew, so did the need for an institution of higher education to prepare Felician Sisters as teachers.



## MADONNA UNIVERSITY HISTORY

In 1937, Madonna University (then known as Presentation of the Blessed Virgin Mary Junior College) was established by Mother Mary DeSales Tocka and her council in the Felician Central Convent (formerly Motherhouse) in Livonia, with a first-year enrollment of 18 Sisters. By 1965, the University had outgrown its original headquarters and was moved to new buildings located on the southeast corner of the Felician Complex.

Madonna University instituted master's-level programs in 1982 and became a university in 1991. A leader in nursing education at the state, regional and national levels, Madonna's College of Nursing and Health launched the University's first doctoral program — the Doctor of Nursing Practice — in 2009. Through this growth and development, the institution has become one of the nation's largest Franciscan universities with a combined undergraduate and graduate student body of approximately 4,500 students.

## CATHOLIC, FRANCISCAN TRADITION

Madonna University exemplifies the fine tradition of Catholic and Franciscan scholarship that has contributed significantly to the intellectual and professional development in our society. With alumni on every continent except Antarctica, Madonna University graduates apply their knowledge and skills in meaningful service around the world — improving the lives of others, while excelling in their own professions.

## LOCATIONS

Conveniently located in the center of southeastern Michigan, one of the most diverse and culturally-rich regions of the United States, Madonna's main campus encompasses more than 80 scenic acres — a short commute from Ann Arbor, Detroit, Lansing, Toledo, Ohio and Windsor, Canada. In addition Madonna University offers degree programs at locations throughout Michigan and abroad.

## PLANNING FOR THE FUTURE

Long-range planning always has played an integral role in Madonna University. The creation of Madonna was, itself, the result of a plan designed to provide a centralized and cost-effective way to educate and train teachers for the Felician Sisters' numerous K-12 schools.

The Felician Sisters continued the tradition of visionary planning, focusing their sights on becoming a senior college (1947), offering degree programs for lay women (1947), achieving 10-year accreditation by the North Central Association of Colleges and Schools (1959), establishing a separate campus by constructing an academic building and residence hall (1965), and expanding programs of study to include nursing (1962), criminal justice (1972), sign language studies (1975), master's degree programs (1982), and doctoral programs (2009).

Through a rigorous process of discernment, *Leading the Way with 2020 Vision* builds upon the goals and ideas set forth in Madonna University's strategic plan. In this newest document, University leaders have outlined five strategic Vision statements and the accompanying pathways to successful achievement of each Vision by the year 2020.

# Distinction and Identity

## VISION

*Enrich the lives of all who encounter Madonna University by sustaining the Franciscan tradition of a faith-based higher education, so as to remain a preeminent Catholic university.*

## RATIONALE

As a reflection of the charism of the Felician Sisters, the University's motto, Sapientia Desursum, translated Wisdom from Above, expresses the belief that Divine inspiration directs our work. Our timeless Franciscan values — respect for all people, reverence for creation, peace and justice and education for truth and service — animate all that we do to prepare graduates to contribute positively in an increasingly interconnected global society.

Anchored in truth and service, the Madonna community strives to live out its mission through a daily commitment to compassion, social justice, and the ideals of the Catholic university as set forth in *Ex corde Ecclesiae*.

With the pioneering spirit of our Felician founders, a comprehensive marketing plan and a grassroots recruitment strategy, the University will continue to perfect its blend of liberal arts education, career preparation and community service, while setting the pace for others to emulate.

Building on a reputation for academic excellence, Madonna University exists to help students identify and maximize their talents for the good of their families, neighbors, and communities. Student success motivates us as we inspire them to lead lives of virtue and fulfillment in a world of challenges and opportunities.





## PATHWAYS

- ***Distinctiveness:*** Create and sustain integrated communication strategies that promote the University's unique values and faith-based learning environment, in order to distinguish Madonna University as a premier Catholic institution.
- ***Service:*** Engage students, faculty and staff in service and volunteerism in the local community and places of need around the world.
- ***Spirituality:*** Provide opportunities for prayer and discussion respecting the many faiths represented among our students, and honoring our identity as a Catholic university grounded in Catholic intellectual and faith traditions.
- ***Excellence:*** Build on Madonna University's reputation for academic excellence by generating greater awareness of its achievements and ongoing aspirations.

# Academic Excellence



## VISION

*Respond to the educational needs of students in the diverse communities served by the University and prepare graduates with high-quality academic programming that develops the whole person to meet the workforce needs of employers.*

## RATIONALE

As graduates of Madonna University negotiate life in the 21st century, they will be challenged to acquire more complex, technical skills in order to work effectively and productively in a highly competitive global environment. However, continued emphasis on technology will not deter our students from more human and interpersonal interactions and a greater awareness of social responsibility. In Madonna University's learner-centered environment, our dedicated faculty and staff will balance high-tech with high-touch to put a human and personal face on our students' learning and add meaning and values to their lives.

At Madonna we are committed to educating the whole person: intellectually through academic curricula; professionally by honing their technical skills; spiritually and humanly by developing social skills, values, ethical and moral sensitivities, and a sense of social responsibility based on a vision of education for truth and service.

Faculty members, dedicated to teaching excellence in their areas of expertise, deliver innovative undergraduate, graduate, and professional curricula through multiple modalities and at off-campus outreach sites, both regionally and internationally. We strive unceasingly to sustain the quality reputation that Madonna University graduates have earned as effective leaders, competent scholars, and socially-responsible citizens of our nation and the world.



## PATHWAYS

- *Curriculum:* Expand the academic curriculum with new doctoral programs, professional degrees, and health-related programs at the undergraduate and graduate levels within the context of a liberal arts education.
- *Engagement:* Promote student engagement in learning through active pedagogies, service-learning, college access programs, study abroad, student-faculty collaborative research, and other pedagogies of engagement.
- *Assessment:* Strengthen a culture of assessment as the basis for continuous improvement of academic programs and in response to increasing demands for accountability.
- *Innovation:* Sustain our reputation for academic excellence and rigorous programs, while developing new curricula to meet the ever-changing educational needs of business and society.
- *Educational Access:* Deliver accessible instruction for students at a distance from the University's main campus at course locations throughout Michigan and beyond, and through online learning modalities, including programs for underserved students and constituencies in the metropolitan Detroit area.



# Student Focus



## VISION

*Provide a vibrant campus life and services that cultivate student leadership and success throughout college and beyond.*

## RATIONALE

Coupled with academic expertise, Madonna University students will need critical competencies to thrive in this rapidly evolving era. At Madonna, we will create a broad range of cultural, environmental, global, intellectual, physical, professional, social, and spiritual development opportunities. By fostering active involvement in living and learning communities, we aim to strengthen our inclusive and caring community, resulting in meaningful connections that will last a lifetime. Collaborative offerings will be guided by our institutional values to promote peace and justice and to respect the dignity of all people. Our University family seeks to foster student leadership in service to and with the community. We will build and bolster the character of our students by engaging them in experiences that:

- explore personal responsibility
- promote healthy lifestyle behaviors and
- stimulate intercultural understanding

We are intent on helping students develop invaluable life skills, including the ability to: successfully navigate the institution; realistically self-appraise; set long-range goals; connect with mentors; develop a positive self-concept; demonstrate leadership; and contribute regularly to the community. Through rigorous academic preparation and social development, we continually strive to advance civically-engaged citizens for our global society.

## PATHWAYS

- *Enrollment:* Increase the student body from 4,500 to 5,500 students by 2020.
- *Quality:* Embark on continuous quality improvement reviews of student activities and services throughout the institution, in order to tailor the delivery of educational services.
- *Leadership:* Expand student leadership in living and learning communities across campus to prepare students for success in their endeavors after graduation.
- *Academic Progress:* Refine the institutional capacity to track the academic progress toward graduation of our new and transfer students.



# Globalization



## VISION

*Expand educational opportunities in the international arena through collaborative distance learning, study abroad and exchange programs.*

## RATIONALE

As a Franciscan university with an international legacy established by the Felician Sisters, it is natural that Madonna University reflect the Gospel value of “Going forth to teach all nations.” Since the University’s founding in 1937, the Madonna community has expanded its education ministry with programs in China, Dubai and Haiti.

Dedicated to extending Madonna’s scope and impact, the Center for Study Abroad works to cultivate global competencies, as well as to create a positive mind set for global education among students, faculty, staff, and the community. Enhanced curricula that highlights global consciousness helps prepare a global citizenry that is sensitive to multicultural heritage and mutual interdependence. Increased international experiences, study abroad and internship opportunities support the University’s efforts to graduate students competent to lead and serve in the global marketplace.

## PATHWAYS

- *International students:* Increase the number of international students by enhancing or creating partnerships with universities overseas, and by working with professional recruiters.
- *Study abroad:* Expand the study abroad program by creating unique programs and opportunities for course credit.
- *First-year:* Develop an international track for first-year students that would prepare them to study abroad as early as their third semester at Madonna.
- *Immersion:* Raise the level of on-campus multicultural appreciation through increased events designed by and for international and domestic students.



# Financial Health & Resources



## VISION

*Remain the most affordable, independent, liberal arts university in Michigan through astute fiscal management. Deploy resources for the benefit of the entire University community to foster learning, as well as promote social “stewardship” and the fulfillment of human potential.*

## RATIONALE

Madonna University adheres to the highest ethical and professional standards of business conduct; spending tuition dollars prudently, protecting the environment, creating community partnerships, supporting cultural and artistic endeavors, and building financially healthy communities. The University’s fiscal viability correlates directly with tuition generation, fundraising, endowment building and donor stewardship to develop sources of support. Short-and long-term strategies center on the enhancement of revenues and the reduction of operating costs, while addressing program and facility needs. Ongoing integration of new technology results in greater efficiency and increased support for activities that contribute to the University’s growth and development.

In keeping with the Felician tradition of sound fiscal management, Madonna University will continue to ensure access to higher education by maintaining a balanced budget and shepherding financial and human resources responsibly. Future investments will focus on developing facilities to enhance 21st century learning. These buildings and renovations will aid in attracting and retaining students, offer innovative ways for faculty and staff to deliver services, and provide more opportunities to engage alumni and friends. Likewise, necessary fiscal and human resources will be applied to programs that build awareness and appreciation for the diversity that makes the Madonna community great.



## PATHWAYS

- **Campus Growth:** Fully realize the capacity of the newly expanded 80-acre campus by constructing a Student Services Center (Welcome Center), Recreation Center (Wellness Center) and Residence Hall to accommodate increasing enrollment, a growing athletics program, and an at-capacity residence hall.
- **Sustainability:** Focus on improving existing building efficiency, give attention to renewal and deferred maintenance, create energy savings and a reduced carbon footprint, and demonstrate fiscal and environmental stewardship.
- **Resource Development:** Cultivate mutually beneficial relationships with external publics, including the various communities it serves; its institutional partners; and its benefactors, in order to leverage resources and strengthen the University's position moving into the future. A high priority will be the successful completion of the \$50 million Leading the Way Campaign.
- **Awareness:** Develop and implement a comprehensive marketing plan to aid in growing enrollment to 5,500, including international scholars, adult learners and first-year students.

# Points of Pride



## STUDENT SUCCESS

Student achievement is recognized locally and nationally with awards from the American Red Cross, Michigan Campus Compact, the State Dept. of Education, and others. Madonna alumni compose a veritable “who’s who” of authors, business owners, executives, religious leaders, doctors, lawyers, hospital and school administrators, fire chiefs, police chiefs (more than 80), nurses, artists and teachers.

## COMMUNITY ENGAGEMENT

Students at Madonna incorporate community service with civic learning to gain experiences beyond the classroom, volunteering more than 27,000 hours each year from Detroit to South Carolina to Latin America. Madonna was the first independent university in Michigan to be awarded the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching. The University has been named to the President’s Higher Education Community Service Honor Roll since it was established in 2006.

## SCHOLAR-ATHLETES

An NAIA Champions of Character athletics program features 11 men’s and women’s sports. The Crusaders have accrued 77 conference championships, made 28 NAIA national tournaments and 3 NAIA Final Four appearances, and had 202 students achieve All-time NAIA National Scholar Athlete honors. The new athletic complex is home to the soccer, softball and baseball programs.



# TECHNOLOGY

Technology permeates Madonna's campus in smart classrooms, all-digital editing suites, mobile learning tools, social networking, and electronic signage.

# EDUCATIONAL ACCESS

True to its mission of making a college education accessible, Madonna has outreach centers in Orchard Lake, Gaylord, Macomb and southwest Detroit, where the underserved and disadvantaged attend classes.





## SIGN LANGUAGE STUDIES LAB

The new larger lab provides double the workstations for students practicing and preparing portfolios. Currently a state interpreter test site, Madonna is poised to become a national test center.

## UNIQUE PROGRAMS

Madonna University pioneered such programs as sign language studies (first bachelor's degree in the country) and hospice education (only formal program of its kind in the U.S. at the bachelor's and master's level.) Other notable programs include: gerontology (the first and only independent department of gerontology at a Michigan university), broadcast and cinema arts, sport management, emergency management, clinical laboratory science, forensic science and environmental science.

## NURSING

Since the nursing program's founding in 1962, more than 4,000 nurses across the country call Madonna University their alma mater. Some 98 percent of students are employed within a year of graduating. The nursing simulation labs transform nursing education, bridging theory and practice in patient care.

## TEACHER EDUCATION

Madonna's teacher education program has earned exemplary status from the Michigan Department of Education since its inception. Madonna graduates enjoy a passing rate of more than 90 percent on the certification test taken on the first try.

## SUPPORT SERVICES

A student to faculty ratio of 13:1, ensures personal attention in small classes. Hundreds of students receive additional tutoring through the Center for Personalized Instruction, Writing Center and Office of Disability Resources.

## FACILITIES

A testament to the University's reverence for creation, the Franciscan Center for Science and Media achieved Gold status for Leadership in Energy and Environmental Design, first in Livonia. A showcase of sustainability, this gorgeous green building houses state-of-the-art television studios and science labs.



SAPIENTIA DESURSUM  
*Wisdom from Above*



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