

**The institution has a mission statement and related goals, approved by its governing board, that defines its purpose within the context of higher education.**

**Standard:** ROA 7

**Evidence Name:** *2019-2020 Student Handbook*

- **Do we have it?** The Student Handbook offers a basic introduction to the history (p. 6), vision (p. 7), mission (p. 7) and core values (p. 7) of the university. This publication is updated on an annual basis.
- **Do we use it?** The Student Handbook offers students a full view of policies, procedures and supports available to students. The Residence Life Team distributes the handbook electronically to all students each fall. The handbook is available on the university HUB page.
- **Does it work?** As a relatively stable resource, this handbook serves as a readily available resource for students who have general questions about the university.

**Evidence Name:** *Board of Trustees Minutes Winter 2018-Winter 2020*

- **Do we have it?** Minutes are kept for Board of Trustee full board meetings as well as for subcommittee meetings. The minutes for the subcommittee on mission reflect that for each fall meeting (typically in early October) the mission subcommittee reviews and approves its charter, which includes a periodic review of the mission and vision statement of the university.
- **Do we use it?** The Board of Trustees is an active and fully functioning board that serves a vital role in its fiduciary and oversight role of the university and its administrative efforts. As the minutes from full board meetings reflect, it is the board's regular practice to conclude each meeting with a discussion of how that meeting's agenda items and the discussions that unfolded reflect the mission of the university.
- **Does it work?** The ongoing practices of connecting all university efforts (i.e. budgeting, academics, athletics, student life) to mission draws Trustees to recognize mission as central to the overall operations of the university. As is noted in the Mission Self-Study report for the Conference for Mercy Higher Education, there is room to expand trustee formation to include a more robust introduction to the mission, vision, core values, and history of the university.

**Evidence Name:** *Laker Leaders*

- **Do we have it?** Laker Leaders are selected each spring following a rigorous application and interview process. They serve as a peer models of the values of the university.
- **Do we use it?** Laker Leaders understand their commitment as a means of giving back to their peers. As the student application for the program states, this program invites students to "*give back to the University, show their school spirit, and welcome a new class of Lakers to MU.*"
- **Does it work?** As the Laker Leader Feedback Survey Results demonstrate, students feel that the extensive training for this program makes them well-prepared to serve their peers as a Laker Leader, with an average rating of over 9 out 10 regarding preparedness.

**Evidence Name:** *Mission Presentation (Faculty and Staff)*

- **Do we have it?** The New Faculty Orientation each August includes a mission presentation. As the Power Point presentation (Mission Orientation – Faculty) demonstrates, this session covers the history of the Sisters of Mercy and of Mercyhurst University, as well as an introduction to Catholic Higher Education and Mercyhurst University’s mission, vision and core values. The new employee orientation (for non-faculty) is offered periodically as needed when at least a dozen new employees have arrived at the university.
- **Do we use it?** This mission presentation is a valuable component of new faculty orientation, especially inasmuch as it grounds faculty from various disciplines in the foundational mission and history of the university. The new employee orientation, which was expanded in 2019 from a smaller mission orientation to a more comprehensive presentation including information about Title IX, human resources and diversity, is an important space for aspects of the university that require a fuller conversation beyond what can be covered in an employee manual.
- **Does it work?** The new faculty orientation presentation is offered each year and was revamped to be more inclusive of mission across the university in fall 2018. This included invitations for faculty to consider joining the Mercy Emissary program. As the primary place for promoting that involvement, the success of these orientations has been demonstrated through an increased number of new faculty who choose to join the Mercy Emissary program each fall. Whereas 2 faculty who were in their first two years joined the program in 2017, there were 6 new faculty in 2018 and 7 new faculty in 2019 enrolled in the program. Evaluations from the two separate 2019-2020 New Employee Orientations demonstrate that employees are overwhelmingly satisfied with this program. When asked if the day gave them important information about working at Mercyhurst university, 12 strongly agreed and 12 agreed with this statement. When asked for specific feedback about the day, several employees specifically cited the presentation on mission as insightful and important.

**Evidence Name:** *Mission, Vision, and Core Values*

- **Do we have it?** Mercyhurst University’s current mission and vision statements were approved by the Board of Trustees and adopted in 2007 and are periodically reviewed by the mission subcommittee of the Board.
- **Do we use it?** The Mission, Vision, and Core Values are very prominent within the university. During their iMU experience, all incoming freshman students receive a card with mission, vision and core values printed on it. The Core Values are used extensively in departmental academic planning and for the strategic planning of student life offices.
- **Does it work?** As the 2020 Mission Self-Study demonstrates, Mercyhurst University’s mission is substantively embodied in each of the mission core areas as defined by the Conference for Mercy Higher Education. The Mission and Core Values remain particularly salient for the university’s current planning and practices; however, the vision statement reflects priorities from over a decade ago and stands to be updated in the next two to three years.

**Evidence Name:** *Strategic Plan 2018-2020*

- **Do we have it?** The mission, vision and core values were the cornerstone of this strategic plan entitled “Renewal through Mercy.” This Strategic Plan reflected many of the immediate initiatives of the President Victor’s new administration.
- **Do we use it?** This strategic plan has been a very practical document that clearly reflects the active work and priorities of the institution. As an example, the initiative to strengthen the associate programs at North East became such a pressing issue that it led to the decision to begin a consolidation to the Erie campus.
- **Does it work?** As the Strategic Plan Update demonstrates, the plan has been a genuine working document that has guided allocation of time and resources, with many goals being completed on time or ahead of time. The plan has been effective because it is rooted in the mission and contains actionable and achievable goals.

**Evidence Name:** *Strategic Plan Update 2.14.20*

- **Do we have it?** A recent review of the 2018-2020 Strategic Plan—offered as an update to the Board of Trustees in February 2020—demonstrates that the vast majority of the goals established in the plan had been accomplished or were on a productive path towards being accomplished.
- **Do we use it?** This comprehensive review shows the extent to which individual departments and the university’s administration have attended to the specific goals set forth in the strategic plan. It is a working document that implicates nearly every department at the university.
- **Does it work?** This strategic plan update makes clear in detail the ways in which the majority of the goals in this plan have been accomplished through the work of every major area of the university.

**Evidence Name:** *University Website*

- **Do we have it?** On the university website, the Main Tab “About Us” leads to several links including one for “Mission.” This page lists the mission, vision and core values of the university and also offers a brief overview of the nature of Catholic higher education.
- **Do we use it?** The university website is heavily trafficked (that traffic is monitored by the office of public relations and marketing) and frequently updated.
- **Does it work?** The mission page is reviewed annually by the vice president for mission to ensure that it remains relevant and accurate.

**The institution fully discloses its legally constituted governance structure(s) including any related entities (including without limitation systems, religious sponsorship, and corporate ownership). The Institution's governing body is responsible for the quality and integrity of the institution and for ensuring that the institution's mission is being accomplished.**

**Standard:** ROA 12

**Evidence Name:** *Board of Trustees Meetings Minutes Winter 2018-Winter 2020*

**See Standard:** I-1c

**Evidence Name:** *Emissary Article*

- **Do we have it?** The Winter 2019 American Catholic Colleges and Universities (ACCU) Newsletter featured an article on Sr. Lisa Mary McCartney, former vice president for mission and current mission associate, on the success of the Mercy Emissary program.
- **Do we use it?** The article was shared with all employees and trustees and linked to the university website.
- **Does it work?** This article and the national recognition that comes with it offers a clear example of the ways in which the Mercy Emissary program represents a creative best practice for how a religiously-affiliated university can carry forth its founding religious charism amidst a diminishing presence of the religious order itself in the institution.

**Evidence Name:** *Emissary Documents (multiple)*

- **Do we have it?** The Emissary Brochure (for employees) and Student Emissary Brochure offer an overview of the goals, structure and the basic curriculum of the Mercy Emissary program. The "Emissary Evaluative Summary" offers an overview of the program and statistics regarding the number of participants as of March 1, 2020.
- **Do we use it?** This voluntary program is used annually by 20 to 35 employees and 30 students.
- **Does it work?** A written program evaluation is conducted at the conclusion of each cohort, and feedback remains overwhelmingly positive for the value of the program. The Mercy Emissary program has been an extraordinarily effective program for helping employees and students to recognize the concrete ways in which they carry forward the legacy of the Sisters of Mercy. The program has become so popular that the office of alumni have requested that we form an alumni version of the program and the board of trustees has requested that we form a trustee version of the program.

**Evidence Name:** *Faculty Handbook*

- **Do we have it?** Pages 1-2 of the faculty handbook demonstrates the ways in which the history, mission, vision, and core values of the university are central in the policies and practices of academic affairs at the university.

- **Do we use it?** This handbook is an essential and binding document that stipulates the terms of a faculty member's employment and her/his rights and responsibilities as a faculty member. This document is updated annually and is shared with every new faculty member.
- **Does it work?** This handbook provides adequate and comprehensive information regarding a faculty member's employment at the university and how that ties to the mission of the university.

**Evidence Name:** *Faculty Senate Meeting Minutes*

*We were unable to locate this document in the evidence inventory*

**Evidence Name:** *Hurst Responders*

- **Do we have it?** Hurst responders is an initiative founded in 2019 by students who wanted to mobilize student volunteers to assist with immediate needs as they arise in the local community. This group has attended local neighborhood watches and mobilized to respond in service to individual needs as they arise.
- **Do we use it?** As the Hurst Responders statement notes, this group serves to fill a gap for students who have a desire to serve but do not how to go about this. Hurst responders assisted with several initiatives in 2019, such as local park clean-ups and assisting an individual in need with a house move.
- **Does it work?** As a small hub for service with a targeted mission, this initiative has proven to be a helpful supplement to the many other ways in which students service through curricular and co-curricular means.

**Evidence Name:** *Organizational Chart for Academics*

- **Do we have it?** The organizational chart for academic affairs offers a clear picture of the governance structure flowing through deans to the provost to the president.
- **Do we use it?** This organizational chart is more than a leadership structure; it represents clear channels for communication. This chart portrays the regular structures by which individual departments meet and share feedback with deans and associate deans, who share information with the provost and the provost council.
- **Does it work?** While the channels of leadership and communication are clear, feedback from the faculty senate can speak to this question most clearly. We have not seen documents from the faculty senate to make this assessment.

**Evidence Name:** *Provost Council Meeting Minutes*

*These documents are not available in the evidence inventory*

**Evidence Name:** *SGA Bylaws 2019-2010*

*See Standard I:1d*

**Evidence Name:** *Staff Senate Meeting Minutes*

- **Do we have it?** The Staff Senate has clear bylaws and structures and serves as an important body for gathering ideas and concerns and offering various forms of support and resources for staff and administration. The Staff Senate generally meets quarterly with a number working subcommittees.
- **Do we use it?** **There are no meeting minutes in the evidence inventory, though the bylaws are listed**
- **Does it work?** Staff Senate offers a productive structure for representing and supporting a substantial portion of the employees at the university. The chair of the staff senate meets regularly with the president and members of the staff senate enjoy representation on each of the major all-university committees.

**Evidence Name:** *Strategic Plan Update 2.14.20*

**See ROA 7**

**Evidence Name:** *Student Ambassador Program*

- **Do we have it?** Student Ambassadors are chosen each year following a rigorous training and selection process. Students recognize this position as an honor, and student ambassadors are compensated for their work in offering tours and assisting with various campus events.
- **Do we use it?** As the Ambassador Program statement notes, students in this program recognize that they have an essential duty to carry on the mission of the founders, the Sisters of Mercy. These students are
- **Does it work?** We do not have specific evaluative data to point to the success of the program,, though the admissions office can speak to the success rate in securing students who come for a campus visit, and this is heavily influenced by student ambassadors. As a more subtle evidence of the ways in which mission specifically takes root through this program, in 2017 student ambassadors decided, of their own accord, to create a regular schedule for pairs of students to make weekend visit to the Mercy Motherhouse and the local House of Prayer (another Mercy Ministry) to spend time with and learn from Sisters in the area.

**clearly defined mission and goals that are developed through appropriate collaborative participation by all who facilitate or are otherwise responsible for institutional development and improvement**

**Standard:** I-1a

**Evidence Name:** *Mission, Vision, and Core Values*

- **Do we have it?** The mission and vision are still dynamic and have served the university well. We need to revisit the specific charter of the BOT mission committee to ensure that the mission statement indeed gets its 3-5 year review.
- **Do we use it?** The mission, vision and core values are used frequently in guiding the work of individual departments, in guiding strategic planning, and in assessing the overall mission efforts of the university.
- **Does it work?** As noted in the CMHE mission self-study (2020), the vision statement in particular stands to be updated within the next two to three years to better reflect the current strategic initiatives of the university.

**Evidence Name:** *Strategic Plan Update 2.14.20*

See ROA 7

**clearly defined mission and goals that address external as well as internal contexts and constituencies**

**Standard: I-1b**

**Note: no evidence provided for this currently**



**clearly defined mission and goals that are approved and supported by the governing body**

**Standard:** I-1c

**Evidence Name:** *Board of Trustees Meeting Minutes Winter 2018-Winter 2020*

- **Do we have it?** The current mission and vision statements were formally approved by the Board of Trustees in 2007. The charter of the mission committee is approved annually. The charter states that this committee will review the Mission statement every three to five years to ensure that its language remains current and its format is consistent with similar documents. The mission and vision statements were last formally reviewed by the Board of Trustees subcommittee on mission in 2012 when the college became a university. This charter states that the subcommittee on mission will support the articulation of the Mission Statement to the various publics included in the Mercyhurst University community, i.e., the students, board of trustees, faculty, administration and staff and Assist in the interpretation of the Mission Statement of Mercyhurst University and its Core Values as adopted (2007).
- **Do we use it?** The mission subcommittee meets prior to each full board meeting and minutes are recorded from each session. Highlights from the mission subcommittee meetings are brought forward for discussion with the full board.
- **Does it work?** The board is acutely aware of the particular mission of the university. It is the longstanding practice to place all new board members on the mission subcommittee during their first year in order to acclimate them to the mission.

clearly defined mission and goals that guide faculty, administration, staff, and governing structures is making decisions related to planning, resource allocation, program and curricular development, and the definition of institutional and educational outcomes

**Standard:** I-1d

**Evidence Name:** *2019-2020 Graduate Catalog*

- **Do we have it?** Page 6 of the Graduate Catalog shares a brief history of the university, along with the mission, vision and core values.
- **Do we use it?** The graduate catalog is shared with all incoming students and is available on the student HUB site.
- **Does it work?** This serves as a simple way of ensuring that students see clearly the mission that guides the academic work and policies of the university.

**Evidence Name:** *2019-2020 Undergraduate Catalog*

- **Do we have it?** Page 5 of the Undergraduate Catalog shares a brief history of the university, along with mission, vision and core values.
- **Do we use it?** The undergraduate catalog is shared with all incoming students via residence life and available on the student HUB site.
- **Does it work?** This serves as a simple way of ensuring that students see clearly the mission that guides the academic work and policies of the university.

**Evidence Name:** *Assessment Handbook*

- **Do we have it?** Page 3: Aligning student learning outcomes to Mercyhurst's Mission, Core Values, and Strategic Goals helps to strengthen our institutional identity and articulate to internal and external stakeholders the unique value of a Mercyhurst education. Every five years, academic programs (page 14) and administrative departments (page 16) are asked to self-assess, and as part of this process to identify how departments align and contribute to the university mission.
- **Do we use it?**
- **Does it work?**

**Evidence Name:** *CMHE Mission Self-Study (and appendices)*

- **Do we have it?** The Conference for Mercy Higher Education (CMHE) self-study, which is conducted once every ten years as part of the covenantal agreement between the university and the Conference, was conducted in 2019-2020. The self-study report, completed March 1, 2020, offers a comprehensive view of the ways in which the university's overall mission efforts align with the eight mission core areas as defined by the CMHE.
- **Do we use it?**

- **Does it work?** Section Six on pages 27-29 list various ways in which the university is committed to adapting and improving policies, programs and practices in light of the evidence collected during this self-study.

**Evidence Name:** *Mercyhurst North East Student Government Association Constitution and Bylaws*

See "SGA Bylaws 2019-2020." *These are the same thing.*

**Evidence Name:** *SGA Bylaws 2019-2020*

- **Do we have it?** The Constitution and Bylaws are documents created as a resource to guide the student operated governing structure on the North East campus, known as MSG. Each document states the commitment to preserving, protecting and defending the mission and core values of Mercyhurst University. These two documents are kept from year to year within the Student Life Departments as a resource guiding the student governing structure (MSG) in promoting the values of truth, individual integrity, human dignity, mercy and justice through the making decisions related to planning, resource allocation, programming, and institutional and educational outcomes of student programming.
- **Do we use it?** The two documents are reviewed annually by the elected Student Government representatives and edited for updates to guide the governance of student planning, programming, resource allocations, and outcomes of student programming. Each governing entity edits for growth/declines, expansions, down-trends, and interests of the year's current student body.
- **Does it work?** The Constitution and Bylaws are the guidelines/organizational manuals for programming and governance by the student association. The individual outcome of MSG's activities would be the measures of their effectiveness. The documented reviews and reports completed by the various committees within the governing body would provide measured use and value of the two documents.

**clearly defined mission and goals that include support of scholarly inquiry and creative activity, at levels and of the type appropriate to the institution**

**Standard:** I-1e

**Evidence Name:** *Academic Support Handbook MNE, CLRA Documents, Peer Tutor Handbook MNE*

- **Do we have it?** These documents are located within the Academic Success Center on the North East campus serving as resources for ensuring elements outside the classroom are in place to develop and engage successful students. The handbooks state the mission and core values and the university's commitment to them and to creating an environment accessible to students for assistance when needed to safeguard a successful educational pursuit at Mercyhurst University.
- **Do we use it?** The handbooks are reviewed and updated at least yearly. Each is distributed to new employees of the department and referenced throughout the course of the academic year. These documents align with policies, procedures, patterns and plans as stated in the multiple university documents, including the undergraduate course catalog.
- **Does it work?** While the framework needs updated with the numerous changes made within the recent year, the constituents remain in place and follow policies, procedures, and guidelines for working with students. The staffing, resources, action plans and assessments determine the successful outcomes of these evidences and the department that utilize them.

**Evidence Name:** *Celebration of Scholars Program*

- **Do we have it?** As the program for this celebration details, is how Mercy scholarship "drives us to betterment, betterment of community, world, and self. " It is a gathering to recognize the broad ways in which scholarship of the university's faculty is making real impacts on campus and across the world.
- **Do we use it?** The Celebration of Scholars program was last offered in 2017, and there were plans to resurrect this program in 2020 prior to it being postponed due to covid-19.
- **Does it work?** We are unaware of any evaluative data for this program, but it has served as a source of community pride and inspiration for many faculty members.

**clearly defined mission and goals that are publicized and widely known by the institution's internal stakeholders**

**Standard:** I-1f

**Evidence Name:** *2020 Employee Professional Development Mission Training*

- **Do we have it?** Employee Professional Development Day (EPD Day) is an annual in-house conference designed to offer employees a chance to connect across departments while engaging a variety of pertinent topics. Each year this day incorporates at least a few sessions that explicitly centered on mission. This event is coordinated by staff senate and by the mission office on a rotating basis.
- **Do we use it?** The 2020 EPD Day featured an opening mission keynote and a closing mission discussion, along with several other sessions related to mission and diversity, such as a session on Catherine McCauley foundress of the Sisters of Mercy, and health care. More than 120 employees attended this training day.
- **Does it work?** This annual event is a very effective day for covering important professional development topics and for re-centering employees in the mission of the university. Surveys that are collected annually after these training days demonstrate consistent feedback that the days are enjoyable, practical and inspiring.

**Evidence Name:** *Mission Presentation – Students*

- **Do we have it?** Each year during Welcome Week, which serves to orient new students to campus, a special mission presentation is offered that gives a brief introduction to the history and mission of Mercyhurst University, as well as an introduction to campus ministry and community engagement.
- **Do we use it?** This presentation is always offered and always considered mandatory for students. It offers a helpful first glance at the university's mission, which is then followed up on in iMU courses.
- **Does it work?** One of the most effective results of these sessions is that at the conclusion of the session students fill out a voluntary student interest form (a physical form through 2018, an online form beginning in 2019). This form gives mission area directors information on students' religious preferences and gauges students' desire to participate in service and ministry offerings on campus. The data from these forms is used regularly for planning and for altering students to specific programs and events.

**Evidence Name:** *Mission Presentations*

- **Do we have it?** While various mission presentations target student and employee groups throughout the year, the most robust and sustained presentation is the Mercy Emissary program. This voluntary program invites employees and students to a year-long cohort that involves trainings, community gatherings and retreats.
- **Do we use it?** The program is very well used. About 180 employees have participated in the first 5 cohorts, and 28 students participated in the first student cohort in 2019-2020. One community members have completed this program, they remain engaged in ongoing learning opportunities and perform service on campus and in the local community.

- **Does it work?** The Mercy Emissary program has been an extraordinarily effective program for helping employees and students to recognize the concrete ways in which they carry forward the legacy of the Sisters of Mercy. The program has become so popular that the office of alumni have requested that we form an alumni version of the program and the board of trustees has requested that we form a trustee version of the program.

**clearly defined mission and goals that are periodically evaluated**

**Standard:** I-1g

**Evidence Name:** Board of Trustees Meeting Minutes Winter 2018-Winter 2020

**See Standard I:4**

**institutional goals that are realistic, appropriate to higher education, and consistent with mission****Standard:** I-2**Evidence Name:** CMHE Mission Self-Study (and appendices)

- **Do we have it?** The Conference for Mercy Higher Education (CMHE) Mission Assessment Self-Study took place between spring 2019 and winter 2020. The self-study was steered by the mission area of the university (including staff in campus ministry and community engagement), the all-university mission committee and the president's cabinet. This mission self-study was also conducted in alignment with the 2020-2022 strategic planning process. The report uses the eight mission core areas defined by the CMHE as a rubric for assessing the current strengths and weaknesses of the university's mission integration efforts. The report also made use of an employee mission survey (January 2020). Drafts of the final mission self-study document were shared with a variety of constituencies for feedback. Note: due to Covid-19 the actual scheduled self-study visit on April 1-2, 2020 has been postponed.
- **Do we use it?** The self-study and particularly the strategic goals outlined in section 6 of the mission self-study report are goals that guide strategic plans for the mission area and for the university as a whole, and these goals are cast in alignment with the 2020-2022 strategic plan that is in process. The report is used to set annual strategic goals for the all-university mission committee, campus ministry and community engagement. The mission core areas assessed in the self-study are used continuously
- **Does it work?** The extent to which this report has been effective will be know more fully once the site visit takes place and after we receive the commendations and recommendations from the visiting team. The self-study process was insightful and largely a very affirming process pointing to the robust mission efforts across the university.



**goals that focus on student learning and related outcomes and on institutional improvement; are supported by administrative, educational, and student support programs and services; and are consistent with institutional mission**

**Standard:** I-3

**Evidence Name:** *Campus Ministry Fall 2019 Update, Campus Ministry Spring 2018 Self-Study*

- **Do we have it?** Like all student services areas, campus ministry conducts a self-study process every five years. The 2018 Campus Ministry self-study did a through review of trends in the field, including an investigation of campus ministry programs at similar neighboring institutions. This self-study identified short and long term goals and strategies.
- **Do we use it?** Parts of this self-study have been used, and the departmental mission statement continues to serve as an effective tool for planning.
- **Does it work?** Pastoral ministry in a college setting must be particularly nimble. Student needs and religious sensibilities are always evolving. The campus ministry department makes use of strategic self-studies, but also finds that it must approach many of its goals and its programmatic strategies on a year-by-year basis. One evidence of the effectiveness of campus ministry's nimble planning approach has been its ability to quickly move most of its fellowship groups, bible studies, etc. to virtual formats amidst the covid-19 pandemic. Student participation in these program remained very strong in the remote learning environment.

**Evidence Name:** *Diversity Task Force Meeting Minutes*

- **Do we have it?** The Diversity Task Force was created in 2006 to listen to the needs of students and employees and to look at practice policy changes and practices to better support the diversity goals of the university. It began with targeted listening sessions with various student and employees grouping and then moved to identify strategic outcomes and priorities.
- **Do we use it?** This task force was inherently action-oriented and was used to directly address policy changes (gender neutral bathrooms and ADA compliance), programs (MSG speakers on various topics connected to diversity), and was instrumental in moving student government to add a significant new branch to its governance structure: MAC (the Multicultural Activities Council).
- **Does it work?** As the Diversity Task Force Meeting Minutes from October 2017 demonstrate, this Task Force was responsible for the creation of a number of passive events, speakers, on-campus media-campaigns, and various initiatives to educate students and employees at the university.

**Evidence Name:** MSG Constitution

- **Do we have it?** Mercyhurst Student Government is governed by their constitution. The constitution is updated on an annual basis and reviewed by the Board of Trustees annually. The document can be found on the HUB under student government. The document is complete.
- **Do we use it?** The Mercyhurst Student Government Constitution is the document that governs how MSG operates. In the constitution it outlines a committee whose responsible for upholding

the Mission of the University and its works. The committee also serves to better the sustainability at Mercyhurst, which goes hand in hand with the mission.

- **Does it work?** The constitution is proof that Mercyhurst Student Government focuses on institutional improvement that is consistent with the institutional mission. The Mission statement as outlined in the MSG constitution talks about the MSG commitment to mission and mission is woven through events and programs offered to all undergraduate students at Mercyhurst.

**Evidence Name:** *Residence Life Policies and Procedures*

- **Do we have it?** Residence Life embodies Mercyhurst's University mission and the information can be found in the Student Handbook under Residence Life.
- **Do we use it?** Residence Life intentionally defined their student development programming model to reflect Mercyhurst University's core values, which are the hands and feet of the mission statement.
- **Does it work?** Since Residence Life is a valuable educational component to a Mercyhurst education, they have been aligning their department to reflect the Mission of the institution. The Residence Life staff have been particularly mindful in not only implementing their programs, but taking time to assess programs for student learning when the programming is applicable to further reflection.

**Evidence Name:** *SGA Bylaws 2019-2020*

See Standard I:1d

**Evidence Name:** *SGA Constitution 2019-2020*

See Standard I:1d

**Evidence Name:** *Sustainability Efforts*

- **Do we have it?** Grounded in the Sisters of Mercy identification of "Earth" as a Critical Concern, Mercyhurst University has long held environmental stewardship and sustainability as central to its Mission and the application of our Core Values. Academic programs and course offerings, a wide array of co-curricular activities such as speakers and service learning opportunities, daily operations of the physical plant and maintenance staff, and ongoing investments in heating, cooling and lighting systems all reflect a deep and abiding commitment to the environment that extends back to Mercyhurst College's celebration of the first Earth Day in 1970.
- **Do we use it?** Established in 2007, a student-funded Sustainability Fund has in recent years funded many projects and initiatives, such as a Green Roof on the roof of the Ceramics Lab (2010); new recycling bins; support for carbon offset 100% renewable energy purchase, 2010-2017; and many purchases to improve energy efficiencies.

- **Does it work?** These and other initiatives come on top of other historic institutional commitments such as four geothermally heated and cooled buildings. Initiated in the mid-1990s, the Mercyhurst pioneering of this green technology proved important to its further development in northwest Pennsylvania. For over a decade (2002-2016), Mercyhurst was one of the top five colleges and universities in Pennsylvania in the purchase of renewable energy certificates that by 2010 offset 100% of our Scope 2 carbon emissions and helped advance the market competitiveness of solar, wind and other renewables in the Mid-Atlantic region. These and other efforts earned Mercyhurst statewide and national recognition from Penn Future and the U.S. Environmental Protection Agency. In 2019, the Princeton Review named Mercyhurst University to its Guide to Green Colleges, a recognition of its genuine, longstanding institutional commitment. It is important to acknowledge that earlier in this reporting period funding challenges forced the institution to scale back on some of its sustainability initiatives. When the position of full-time Sustainability Coordinator (begun in 2010) had to be terminated in late 2014, her work was largely absorbed by a reinvigorated Mercyhurst Green Team and other offices such as Campus Ministry and the Office of Community Engagement. In 2017, a biology instructor took on the role of Sustainability Coordinator, infusing new energy into our institutional efforts.

**periodic assessment of mission and goals to ensure they are relevant and achievable****Standard:** I-4**Evidence Name:** *Board of Trustees Meeting Minutes Winter 2018-Winter 2020*

- **Do we have it?** The charter of the mission subcommittee of the Board of Trustees states that this committee will review the mission statement once every three to five years. Current strategic plans run on a three-year cycle.
- **Do we use it?** The last time the mission subcommittee conducted a thorough review of the mission statement was in 2012.
- **Does it work?** The strategic planning process (using three year cycles) has been very effective for regularly refining the strategic initiatives of the university. More intentional mechanisms need to be in place to ensure that every three to five years the mission subcommittee reviews the mission and vision statements.

**Evidence Name:** *Strategic Plan Update 2.14.20**See description in ROA 7*