

**STRATEGIC  
PLAN  
2016-2021**  
MISERICORDIA  
UNIVERSITY



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## MISSION *Statement*

*Misericordia University*, a Catholic liberal arts institution established in the tradition of the Sisters of Mercy, fosters intellectual curiosity, critical thinking, and respect for persons in an environment where *all are welcome.*



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## Core VALUES

As a community, we are committed to integrity and the values of the Sisters of Mercy as the foundation of university life. Our values are:

**MERCY** *through*  
Compassion ✦ Love ✦ Caring

**SERVICE** *through*  
Selflessness ✦ Sacrifice ✦ Action

**JUSTICE** *through*  
Fairness ✦ Acceptance ✦ Advocacy

**HOSPITALITY** *with*  
Dignity ✦ Respect ✦ Openness

## *Planning Process*

Beginning with the Fall Semester 2015, a series of participative community conversations with traditional, adult learner and graduate students, Faculty Senate and College faculty representatives, Leadership Council members, and Executive Committee members of the Board of Trustees identified the most valuable aspects of the University that create vitality and would carry initiatives into the future.

An exploration of key trends in higher education focused on changing student population demographics, emerging technologies, student readiness, affordability and access of higher education, and changing models and delivery of curriculum – along with the significant challenges and opportunities faced when addressing the trends.

Leadership Council and Planning Steering Committee (administrators, faculty, staff and student governance representatives) reviewed findings during the Spring Semester 2016 from the planning conversations and drafted the 2016-2021 strategic goals and related 2016-2017 strategies for feedback and comments.

The Board of Trustees affirmed the 2016-2021 Strategic Plan Goals and its 2016-2017 Strategies at the June 2016 Annual Board Meeting.



## *Planning Process*

We are a University that embraces its mission. Established in the tradition of the Sisters of Mercy, we foster a welcoming environment that is committed to integrity and the core values of mercy, service, justice and hospitality. We demonstrate our values to our students, faculty, staff, alumni, and friends by supporting opportunities for learning, growth and success through:

- Our responsibility to the “whole” person: mind, body and spirit
- Our focus on a values-driven mission that emphasizes intellectual curiosity, critical thinking and respect for all persons
- Our focus on connecting the critical concerns of the Sisters of Mercy (immigration, racism, women, nonviolence and earth/sustainability of life) to the community at large
- Our commitment to sustainable learning environments in our academic, student and overall campus settings



# 4

## FOUR GOALS WITH 2016-2017 STRATEGIES



### OPTIMIZE STUDENT ENROLLMENT AND RETENTION

The focus of Goal 1 is to develop an integrated enrollment management and retention plan that includes the following strategies:

- Identify potential student applicants, through the use of well-defined student recruitment profiles, who demonstrate strong academic achievement and preparedness skills;
- Attract a more diverse student population by increasing access for applicants;
- Identify and develop new academic program offerings to attract traditional, non-traditional, and graduate students;
- Recognize and promote currently under-enrolled academic programs;
- Review and revise financial aid and tuition practices for supporting student enrollment and retention initiatives;
- Continue to support enrollment marketing initiatives to enroll, retain and support students.

### FOSTER ACADEMIC TRANSFORMATION

The focus of Goal 2 is to enrich the quality of academic programming in fostering transformative experiences that promote intellectual curiosity, critical thinking and respect for persons by addressing the following strategies:

- Incentivize innovative academic programs and initiatives, especially those that align with the goals of Catholic social justice teaching and the critical concerns of the Sisters of Mercy;
- Increase support and capacity for faculty and faculty-student research and scholarship;
- Enhance visibility and support for graduate programs;
- Promote high impact learning practices and experiences, including service-learning, experiential learning, and study abroad/away;
- Support academic and student preparedness initiatives to ensure student success;
- Refine existing instructional delivery systems.



# 4 FOUR GOALS WITH 2016-2017 STRATEGIES

## BROADEN STUDENT, FACULTY AND STAFF CULTURAL ENGAGEMENT

The focus of Goal 3 is to broaden student, faculty and staff engagement through the following strategies:

- Create a cultural and intellectual setting where diverse academic and societal interests blend;
- Build connections between the University and the larger community, including global initiatives;
- Offer experiences that promote a culturally aware and accepting community;
- Provide culturally rich professional development opportunities for students, faculty and staff;
- Continue to highlight faculty, student and staff achievements through marketing initiatives.

## STRENGTHEN THE UNIVERSITY INFRASTRUCTURE AND IMAGE

The focus of Goal 4 is to strengthen operations within the university community through the following strategies:

- Operate the university in a sound fiscal manner;
- Ensure endowment growth by developing financial equilibrium initiatives and a culture of philanthropy;
- Enhance current university infrastructure, including technology capacity and natural sciences facilities;
- Organize a functional campus master plan following a review of athletics, recreation, student and residential life, and campus space;
- Carry out an integrated capital campaign and institutional brand strategy;
- Develop community identity and pride initiatives;
- Enhance marketing and public relations initiatives, including initiatives for university athletic programs;
- Address significant community concerns identified in institutional surveys, including student, faculty and staff satisfaction surveys.





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*[www.misericordia.edu/strategicplan](http://www.misericordia.edu/strategicplan)*

*Founded by the Sisters of Mercy*