



# Marywood

UNIVERSITY



## FACT BOOK 2021-2022

*Office of Planning and Institutional Effectiveness*

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## **Mission Statement**

*Marywood University, sponsored by the Congregation of the Sisters, Servants of the Immaculate Heart of Mary, roots itself in the Catholic intellectual tradition, the principle of justice, and the belief that education empowers people. The University integrates an enduring liberal arts tradition and professional disciplines to create a comprehensive learning experience. Our undergraduate and graduate programs promote academic excellence, advance innovative scholarship, and foster leadership in service to others. Within a welcoming and supportive community, Marywood challenges individuals of all backgrounds to achieve their full potential and make choices based on spiritual and ethical values. Marywood University prepares students to seek sustainable solutions for the common good and educates global citizens to live responsibly in an interdependent world.*

**MEMORANDUM**

TO: Marywood University Colleagues

FROM: Leslie Worrell Christianson, M.S.L.I.S.  
Associate Provost

RE: Fact Book 2021-2022

DATE: March 14, 2022

The Marywood University *Fact Book 2021-2022*, twenty-seventh edition, presents concise tables of data counts and trends on students, personnel, finances and facilities. Input is submitted by many campus departments and units and then assembled and published by the Office of Planning and Institutional Effectiveness. Sincere thanks to our campus colleagues for their assistance.

We welcome your comments and suggestions for producing a *Fact Book* with the most timely and useful information possible for the entire campus. The contact person in the Office of Planning and Institutional Effectiveness for questions and comments on the *Fact Book 2021-2022* is Leslie Worrell Christianson, who may be reached at [lchristianson@maryu.marywood.edu](mailto:lchristianson@maryu.marywood.edu) or 570-348-6211.

## I. STUDENTS

### Synopsis of Baccalaureate Degree Programs and Majors

(Total 56)

BA Art Therapy	BA Spanish/Secondary Education
BA Arts Administration	BA Theatre
<ul style="list-style-type: none"> <li>• Art</li> <li>• Music</li> <li>• Theatre</li> </ul>	BArch Architecture
BA Communication Arts/Secondary Education	BBA Accounting
<ul style="list-style-type: none"> <li>• Theatre</li> </ul>	BBA Aviation Management
BA Criminal Justice	<ul style="list-style-type: none"> <li>• Airline/Airport Management</li> <li>• Professional Pilot/Flight Operations</li> </ul>
BA English	BBA Financial Planning
<ul style="list-style-type: none"> <li>• Literature</li> <li>• Writing</li> </ul>	BBA International Business
BA English/Secondary Education	BBA Management
BA History	BBA Management
BA History/Pre-law	<ul style="list-style-type: none"> <li>• Health Services Administration</li> <li>• Hospitality Management</li> <li>• Sports Management</li> </ul>
BA History-Social Science/Secondary Education	BBA Marketing
BA Multimedia Communication	BEDA Environmental Design - Architecture
<ul style="list-style-type: none"> <li>• Film, TV, and Digital Communication</li> <li>• Journalism</li> <li>• Public Relations and Image Management</li> <li>• Sports Media</li> <li>• Interdisciplinary (Build Your Own Track)</li> </ul>	BFA Design
BA Music (Musical Theatre)	<ul style="list-style-type: none"> <li>• Graphic Design</li> </ul>
BA Philosophy	BFA Studio Art
BA Religious Studies	<ul style="list-style-type: none"> <li>• 3D</li> <li>• Ceramics</li> <li>• Illustration</li> <li>• Painting</li> <li>• Photography</li> <li>• Sculpture</li> </ul>
BA Sociology	BIA Interior Architecture
BA Spanish	BM Music Education

Source: Office of the Registrar

## Synopsis of Baccalaureate Degree Programs and Majors

(Continued)

BM	Music Performance	BS	Mathematics
BM	Music Therapy	BS	Mathematics/Secondary Education
BS	Biology	BS	Nutrition and Dietetics
BS	Biology	BS	Nutrition and Dietetics/Spanish
	<ul style="list-style-type: none"> <li>• Medical Laboratory Science</li> <li>• Pre-Chiropractic</li> <li>• Pre-Physician Assistant Studies</li> <li>• Pre-Professional</li> </ul>	BS	Psychology
		BS	Psychology
			<ul style="list-style-type: none"> <li>• Clinical Practice</li> </ul>
BS	Biology/Secondary Education	BS	Respiratory Therapy
BS	Biotechnology	BS	Respiratory Therapy (RRT to BSRT)
BS	Communication Sciences and Disorders (Pre-Professional)	BS	Special Education
		BS	Special Education
BS	Computer Science		<ul style="list-style-type: none"> <li>• Early Childhood Education - PK-4</li> <li>• English Secondary</li> <li>• Mathematics Secondary</li> </ul>
BS	Early Childhood and Elementary Education		
BS	Early Childhood and Elementary Education/Special Education	BSN	Nursing
			<ul style="list-style-type: none"> <li>• LPN to BSN</li> <li>• Pre-Service</li> <li>• RN</li> </ul>
BS	Environmental Science		
BS	Exercise Science		
BS	Exercise Science (Athletic Training)	BSW	Social Work
BS	Information Security		

Source: Office of the Registrar

## Synopsis of Graduate Degree Programs

(Total 27 Masters, 1 EdS, 2 Doctoral)

MA	Art Therapy	MPA	Public Administration
MA	Clinical Mental Health Counseling	MS	Biotechnology
MA	Professional Writing	MS	Counselor Education PK-12
MA	Psychology	MS	Criminal Justice
	<ul style="list-style-type: none"> <li>• Clinical Services</li> <li>• General Theoretical</li> </ul>	MS	Higher Education Administration
MA	Studio Art	MS	Management Information Systems
	<ul style="list-style-type: none"> <li>• Ceramics</li> <li>• Painting</li> <li>• Photography</li> <li>• Printmaking</li> <li>• Sculpture</li> <li>•</li> </ul>	MS	Nutrition
		MS	Physician Assistant Studies
		MS	Reading Education
		MS	School Leadership
		MS	Special Education
		MS	Special Education Administration and Supervision
MAT	PK-4 Education	MS	Speech-Language Pathology
MAT	Secondary/K-12 Education	MS	Sports Nutrition and Exercise Science
MBA	Business Administration	MSAT	Athletic Training
	<ul style="list-style-type: none"> <li>• General Management</li> <li>• Finance and Investments</li> <li>• Management Information Systems</li> </ul>	MSW	Social Work
MFA	Visual Arts	EdS	School Psychology
	<ul style="list-style-type: none"> <li>• Graphic Design</li> <li>• Illustration</li> </ul>	PhD	Strategic Leadership and Administrative Studies
MHSA	Health Services Administration	PsyD	Clinical Psychology
MIA	Interior Architecture		

Source: Office of the Registrar



## Degrees Granted by College and Department

		<b>College of Professional Studies</b>				
		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
<b>Architecture</b>						
	B. Arch	34	27	24	21	30
	B.E.D.A	4	1	2	1	0
	B.F.A.	11	10	1		
	B.I.A	0	0	16	8	18
	M.A.	5	1			
	M.I.A.	0	0	0	0	3
	M.Arch	4	0	0	3	
<b>Education</b>						
	B.S.	15	20	23	14	21
	M.A.T.	14	14	12	10	17
	M.S.	22	20	18	16	17
<b>Business and Global Innovation</b>						
	B.A.	4	2	3	0	0
	B.B.A.	59	50	65	39	50
	M.B.A.	46	32	30	34	15
	M.H.S.A.	20	6	6	0	1
	M.S.	10	1	2	3	3
<b>Public Administration</b>						
	M.P.A.	4	9	4	7	4
<b>Ph.D.</b>						
	Ph.D.	15	10	12	11	5
<b>Total Bachelors</b>		<b>127</b>	<b>110</b>	<b>134</b>	<b>83</b>	<b>119</b>
<b>Total Masters</b>		<b>99</b>	<b>126</b>	<b>83</b>	<b>72</b>	<b>60</b>
<b>Total Doctoral</b>		<b>13</b>	<b>15</b>	<b>10</b>	<b>12</b>	<b>5</b>

Source: Admissions

**Degrees Granted by College and Department**  
(Continued)

<b>College of Health and Human Services</b>					
	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
<b>Athletic Training, Exercise Science*</b>					
B.S.	32	48	37	38	23
M.S.	18	22	28	37	
<b>Nursing, Respiratory Therapy &amp; Health Services Administration **</b>					
B.A.					1
B.S.	1	0	1	2	5
B.S.N.	32	39	36	38	46
M.H.S.A.					4
<b>Nutrition &amp; Dietetics *</b>					
					16
					38
<b>Physician Assistant</b>					
M.S.	44	88	47	54	
<b>Social Work**</b>					
B.A.	1	0	9	0	
B.S.W.	14	10	9	2	8
M.H.S.A.	0	0	0	8	
M.S.W.	131	104	115	91	74
<b>Communication Science and Disorders</b>					
B.S.	27	20	26	20	28
M.S.	22	27	23	24	17
<b>Counseling and Psychology</b>					
B.S.	37	21	30	18	13
M.A.	39	49	32	33	37
M.S.	7	10	10	2	12
Ed.S.	4	8	6	1	1
Psy.D.	8	10	11	6	7
<b>Total Bachelors</b>	<b>144</b>	<b>138</b>	<b>148</b>	<b>118</b>	<b>140</b>
<b>Total Masters</b>	<b>261</b>	<b>300</b>	<b>255</b>	<b>249</b>	<b>235</b>
<b>Total Education Specialist</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>1</b>
<b>Total Doctoral</b>	<b>8</b>	<b>10</b>	<b>11</b>	<b>6</b>	<b>7</b>

\*Nutrition and Dietetics included within Athletic Training and Exercise Science previous to 2020-21

\*\*Respiratory Therapy and Health Services Administration moved into the Nursing 2020-21

Source: Admissions

## Degrees Granted by College and Department (Continued)

<b>College of Arts and Sciences</b>		<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>
<b>English, Foreign Languages &amp; Comm. Arts</b>						
B.A.		38	23	27	21	16
M.A.		13	10	8	1	2
<b>Science, Math, &amp; Comp. Science</b>						
B.S.		50	38	74	63	71
M.S.		10	8	3	6	3
<b>Philosophy, Religious Studies</b>						
B.A.		3	2	1	1	1
<b>Social Sciences</b>						
B.A.		25	19	18	11	14
B.S.		0	0	1	0	0
M.S.		7	5	2	4	4
<b>Art</b>						
B.A.		24	22	18	12	23
B.F.A.		22	18	15	20	18
M.A.		14	18	13	27	3
M.F.A.		9	10	13	12	3
<b>Music, Theatre &amp; Dance</b>						
B.A.		3	3	4	1	3
B.M.		8	12	14	13	9
M.A.		1	0	1	2	0
<b>Total Bachelors</b>		<b>173</b>	<b>137</b>	<b>172</b>	<b>142</b>	<b>155</b>
<b>Total Masters</b>		<b>54</b>	<b>51</b>	<b>40</b>	<b>52</b>	<b>15</b>

*\*Degrees granted in primary major only*

### University Overall

	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2020-21</u>	<u>2021-22</u>
<b>Total Bachelors Awarded</b>	<b>446</b>	<b>385</b>	<b>445</b>	<b>343</b>	<b>415</b>
<b>Total Masters Awarded</b>	<b>441</b>	<b>434</b>	<b>367</b>	<b>374</b>	<b>310</b>
<b>Total Educational Specialist Awarded</b>	<b>4</b>	<b>8</b>	<b>6</b>	<b>1</b>	<b>1</b>
<b>Total Doctoral Awarded</b>	<b>23</b>	<b>20</b>	<b>23</b>	<b>17</b>	<b>12</b>
<b>Total All Degrees Awarded</b>	<b>914</b>	<b>847</b>	<b>841</b>	<b>735</b>	<b>738</b>

*Source: Admissions*

## Admissions Activity

### Undergraduate Fall Full-Time and Part-time New Students

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Applied	<b>2,511</b>	<b>2,462</b>	<b>2,280</b>	<b>2,497</b>	<b>2,845</b>
First-year	2,246	2,137	2,005	2,231	2,541
Transfer	265	325	275	266	304
Offered Admission	<b>1,897</b>	<b>1,779</b>	<b>1,717</b>	<b>1,975</b>	<b>2,236</b>
First-year	1,694	1,607	1,559	1,830	2,080
Transfer	203	172	158	145	156
Offer Rate	<b>75.5%</b>	<b>72.3%</b>	<b>75.3%</b>	<b>79.1%</b>	<b>78.6%</b>
First-year	75.4%	75.0%	77.7%	82.0%	81.9%
Transfer	76.6%	52.9%	57.5%	54.5%	51.3%
Current Confirmed	<b>568</b>	<b>500</b>	<b>472</b>	<b>497</b>	<b>550</b>
First-year	454	407	376	414	464
Transfer	114	93	96	83	86
Yield Rate	<b>29.9%</b>	<b>27.8%</b>	<b>27.4%</b>	<b>25.2%</b>	<b>24.6%</b>
First-year	26.8%	25.0%	24.3%	22.6%	22.3%
Transfer	56.2%	54.1%	60.8%	57.2%	55.1%

Source: Admissions

**2017 - 2021 Admissions Activity  
Graduate Full- and Part-time New Students by Calendar Year**

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	
<b>CAS</b>						
Applied	87	71	100	81	72	
Accepted	79	60	50	64	34	
Enrolled	42	40	37	45	22	
<b>CPS</b>						
Applied	209	268	294	277	326	
Accepted	191	222	216	177	235	
Enrolled	113	128	128	120	190	
<b>CHHS</b>						
Applied	888	936	932	879	935	
Accepted	452	332	373	366	395	
Enrolled	338	256	284	259	287	
<b>Total</b>						<b>2017-2021 % of change</b>
<b>Applied</b>	<b>1,184</b>	<b>1,275</b>	<b>1,326</b>	<b>1,237</b>	<b>1,333</b>	<b>11.2%</b>
<b>Accepted</b>	<b>722</b>	<b>614</b>	<b>639</b>	<b>607</b>	<b>664</b>	<b>-8.0%</b>
<b>Enrolled</b>	<b>493</b>	<b>424</b>	<b>449</b>	<b>424</b>	<b>499</b>	<b>1.2%</b>

*Source: Admissions*

### Average SAT Scores for First-time Full-time Students

	<b>Critical Reading</b>	<b>Math</b>	<b>Writing</b>	<b>Total</b>
<b>Fall 2012</b>	517	523	517	1557
<b>Fall 2013</b>	523	529	519	1571
<b>Fall 2014</b>	515	518	510	1543
<b>Fall 2015</b>	514	517	507	1538
<b>Fall 2016</b>	515	523	508	1546
<b>Fall 2017</b>	554	544	N/A	1098*
<b>Fall 2018</b>	547	559	N/A	1106*
<b>Fall 2019</b>	551	542	N/A	1093*
<b>Fall 2020</b>	557	544	N/A	1101*
<b>Fall 2021</b>	560	546	N/A	1106*

*\*represents a change in the SAT format*

*Source: Admissions*

**Fall 2021 Headcount and FTE Enrollment by College and Time Status**

Colleges	CAS	CPS	CHHS	HR
Undergraduate FT	668	554	438	18
Undergraduate PT	36	20	28	54
<b>Undergraduate Total</b>	<b>704</b>	<b>574</b>	<b>466</b>	<b>72</b>
<b>Undergraduate FTE</b>	<b>682.1</b>	<b>561.9</b>	<b>449.0</b>	<b>39.2</b>
Graduate FT	45	117	470	0
Graduate PT	12	167	46	0
<b>Graduate Total</b>	<b>57</b>	<b>284</b>	<b>516</b>	<b>0</b>
<b>Graduate FTE</b>	<b>49.6</b>	<b>180.8</b>	<b>487.6</b>	<b>0</b>

**Total University**

	2017	2018	2019	2020	2021
Undergraduate FT	1,756	1,756	1,649	1,680	1,678
Undergraduate PT	208	204	167	130	138
<b>Undergraduate Total</b>	<b>1,964</b>	<b>1,960</b>	<b>1,816</b>	<b>1,810</b>	<b>1,816</b>
<b>Undergraduate FTE</b>	<b>1,837.7</b>	<b>1,835.4</b>	<b>1,714.6</b>	<b>1,731.1</b>	<b>1732.2</b>
Graduate FT	831	764	731	678	632
Graduate PT	155	155	145	127	225
<b>Graduate Total</b>	<b>986</b>	<b>919</b>	<b>876</b>	<b>805</b>	<b>857</b>
<b>Graduate FTE</b>	<b>890.2</b>	<b>824.9</b>	<b>786.4</b>	<b>726.5</b>	<b>718.0</b>

Source: Institutional Research

## Fall 2021 Headcount Enrollment by College and Ethnicity/Race

School	Ethnicity/Race	Undergrad FT	Undergrad PT	Grad FT	Grad PT
<b>CAS</b>	American Indian/Alaska Native	0	0	1	0
	Asian	20	1	0	1
	Black or African American	15	2	0	1
	Hawaiian/Pacific Islander	0	0	0	0
	Hispanic	48	4	3	0
	Non-resident Alien	2	1	1	0
	Two or more races	20	0	0	0
	Unknown	44	1	0	0
	White	519	27	40	10
	<b>Total</b>	<b>668</b>	<b>36</b>	<b>45</b>	<b>12</b>
	<b>CHHS</b>	American Indian/Alaska Native	0	0	0
Asian		7	1	12	3
Black or African American		11	0	27	3
Hawaiian/Pacific Islander		0	0	0	0
Hispanic		42	3	39	4
Non-resident Alien		0	0	7	0
Two or more races		13	0	10	2
Unknown		19	3	57	2
White		346	21	318	32
<b>Total</b>		<b>438</b>	<b>28</b>	<b>470</b>	<b>46</b>
<b>CPS</b>		American Indian/Alaska Native	1	0	0
	Asian	12	1	2	1
	Black or African American	23	1	8	0
	Hawaiian/Pacific Islander	0	1	0	0
	Hispanic	57	2	5	3
	Non-resident Alien	7	0	3	81
	Two or more races	11	0	1	0
	Unknown	42	2	1	4
	White	401	13	97	78
	<b>Total</b>	<b>554</b>	<b>20</b>	<b>117</b>	<b>167</b>

Source: Institutional Research



**Fall 2021 Headcount Enrollment by College and Ethnicity/Race**  
(Continued)

School	Ethnicity/Race	Undergrad FT	Undergrad PT	Grad FT	Grad PT	
<b>Reg.</b>	American Indian/Alaska Native	0	0	0	0	
	Asian	0	1	0	0	
	Black or African American	0	0	0	0	
	Hawaiian/Pacific Islander	0	0	0	0	
	Hispanic	0	0	0	0	
	Non-resident Alien	0	0	0	0	
	Two or more races	0	0	0	0	
	Unknown	0	47	0	0	
	White	18	6	0	0	
	<b>Total</b>		<b>18</b>	<b>54</b>	<b>0</b>	<b>0</b>
	<b>Total Univ.</b>	American Indian/Alaska Native	1	0	1	0
Asian		39	4	14	5	
Black or African American		49	3	35	4	
Hawaiian/Pacific Islander		0	1	0	0	
Hispanic		147	9	47	7	
Non-resident Alien		9	1	11	81	
Two or more races		44	0	11	2	
Unknown		122	53	58	6	
White		1,266	67	455	12	
<b>Total</b>			<b>1,678</b>	<b>138</b>	<b>632</b>	<b>225</b>

Source: Institutional Research

## Headcount Enrollment by College, Department, and Level – Fall 2016 to Fall 2021

<b>College of Health and Human Services</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Athletic Training & Exercise	Undergraduate	177	146	130	44	36
Science*	Graduate	63	66	75	0	0
Nutrition	Undergraduate	-	-	-	52	45
	Graduate	-	-	-	74	74
Nursing, Resp. Therapy, and Health Services Admin.**	Undergraduate	240	202	175	181	179
	Graduate	0	0	0	3	10
Physician Assistant	Graduate	86	75	90	91	90
School of Social Work	Undergraduate	27	26	22	32	42
	Graduate	295	265	234	188	167
Communication Disorders	Undergraduate	92	90	95	90	81
	Graduate	35	26	29	25	32
Counseling/Psychology	Undergraduate	81	85	73	74	83
	Graduate	162	153	140	143	142

\*Fall 2020: Nutrition Program Separated from Athletic Training and Exercise Science

\*\*Respiratory Therapy and Health Services Administration moved into the Nursing 2020-21

<b>College of Liberal Arts and Sciences</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Communications, Language, and Literature	Undergraduate	94	93	85	64	60
	Graduate	15	8	4	2	1
Philosophy and Religious Studies	Undergraduate	3	3	3	2	3
Computer Science, Math, and Science	Undergraduate	279	296	300	308	308
	Graduate	5	4	6	5	4
Social Sciences	Undergraduate	66	64	65	71	69
	Graduate	5	7	6	11	10
Art	Undergraduate	161	151	147	138	139
	Graduate	61	62	53	44	41
Music, Theatre & Dance	Undergraduate	99	89	83	88	86
	Graduate	1	2	1	0	3
Retention	Undergraduate	40	44	39	58	39
	Graduate	15	0	0	0	0

Source: Institutional Research

**Headcount Enrollment by College, Department, and Level – Fall 2016 to Fall 2021**  
(Continued)

<b>College of Professional Studies</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Architecture	Undergraduate	225	239	257	284	283
	Graduate	1	5	9	7	4
Business/Global Innovation	Undergraduate	213	206	169	173	181
	Graduate	68	73	57	35	114
Education	Undergraduate	95	100	99	97	110
	Graduate	107	103	101	112	99
Ph.D.	Graduate	46	38	38	47	56
MPA	Graduate	21	20	18	13	10

<b>HR</b>		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Registrar	Undergraduate		124	74	54	72

**Fall 2021 Headcount Enrollment by College and Gender**

	<b>CAS</b>	<b>CPS</b>	<b>CHHS</b>	<b>Human Resources</b>	<b>Total University</b>
Undergrad FT Women	462	293	378	0	<b>1,151</b>
Undergrad FT Men	206	261	60	18	<b>527</b>
<b>Undergrad FT Total</b>	<b>668</b>	<b>554</b>	<b>438</b>	<b>18</b>	<b>1,678</b>
Undergrad PT Woman	24	7	23	77	<b>101</b>
Undergrad PT Men	12	13	5	7	<b>37</b>
<b>Undergrad PT Total</b>	<b>36</b>	<b>20</b>	<b>28</b>	<b>54</b>	<b>138</b>
Grad FT Woman	40	72	379	0	<b>491</b>
Grad FT Men	5	45	41	0	<b>141</b>
<b>Grad FT Total</b>	<b>45</b>	<b>117</b>	<b>470</b>	<b>0</b>	<b>632</b>
Grad PT Woman	10	99	38	0	<b>147</b>
Grad PT Men	2	68	8	0	<b>78</b>
<b>Grad PT Total</b>	<b>12</b>	<b>167</b>	<b>46</b>	<b>0</b>	<b>225</b>

Source: Institutional Research

### Fall Full-Time Undergraduate Enrollment by On/Off-Campus Living

		Fall <u>2017</u>	Fall <u>2018</u>	Fall <u>2019</u>	Fall <u>2020</u>	Fall <u>2021</u>
<b>On-Campus</b>						
First Year		314	259	268	261	292
Total	Women	501	424	417	313	423
	Men	<u>208</u>	<u>208</u>	<u>164</u>	<u>154</u>	<u>189</u>
	<b>Total</b>	<b>709</b>	<b>632</b>	<b>581</b>	<b>467</b>	<b>612</b>
<b>Off-Campus</b>						
Full-time	Women	699	760	693	824	729
	Men	<u>248</u>	<u>365</u>	<u>367</u>	<u>392</u>	<u>338</u>
	<b>Total</b>	<b>947</b>	<b>1,125</b>	<b>1,060</b>	<b>1,216</b>	<b>1,067</b>
Part-time	Women	149	149	109	76	100
	Men	<u>59</u>	<u>52</u>	<u>57</u>	<u>51</u>	<u>37</u>
	<b>Total</b>	<b>208</b>	<b>201</b>	<b>166</b>	<b>127</b>	<b>137</b>

Source: Institutional Research

### Students with Disabilities

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Undergraduate:	150 7.8%	173 8.8%	178 9.1%	171 9.4%	187 10.3%	221 12.8%
Graduate	42 3.9%	39 3.9%	36 3.9%	31 3.5%	29 3.6%	31 4.3%

Source: Disability Services, Office of Student Success

**Center for Global Engagement**  
(Formerly the Office of International Affairs)

**Study Abroad Program**  
**Locations and Majors of Students Fall 2021**

24 Students Abroad

23 students ISI Florence (Italy) – Architecture

1 student Queen Mary University of London (UK) -- Communications

**International Student Enrollment**

	Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021	
	N	%	N	%	N	%	N	%	N	%
Undergraduate	37	2.9	38	2	30	1.7	15	0.8	6	4
Graduate	44	4.5	36	3.5	28	3.2	19	2.4	9	1.3

**By Country of Origin – Fall 2021**

**Undergraduate**

Barbados	1
Ghana	1
Nigeria	3
Saudi Arabia	1

**Total Undergraduate: 6**

**Graduate**

Canada	1
Nigeria	2
Saudi Arabia	2
South Korea	1
Vietnam	1
Zambia	2

**Total Graduate: 9**

**International Students - Major Course of Study – Fall 2021**

**Undergraduate**

BArch Architecture	2
Intensive English	4

**Graduate**

MA Psychology	2
MHSA Health Services Administration	2
MS Nutrition	3
MSW Social Work	1
MIA Interior Architecture	1

*Source: International & Multicultural Initiatives*

## Honors Program - Majors Represented

B Pre-Physician Assistant Studies	BM Music Performance
BA Art History	BM Music Therapy
BA Art Therapy	BS Athletic Training
BA Criminal Justice	BS Biology (Pre-Professional)
BA Digital Media and Broadcast Production (Broadcast)	BS Biotechnology
BA English (Literature)	BS Communication Science & Disorders (Pre-professional)
BA English (Writing)	BS Early Childhood and Elementary Education
BA English/Secondary Education	BS Early Childhood and Elementary Education/Special Ed
BA History	BS Early Childhood Education/Special Education PK-8
BA History-Social Studies/Secondary Education	BS Environmental Biology
BA Religious Studies	BS Information Security
BArch Architecture	BS Mathematics
BBA Accounting	BS Nutrition and Dietetics
BBA Management	BS Psychology
BFA Design (Graphic Design)	BS Psychology (Clinical Practice)
BIA Interior Architecture	BSN Nursing (Pre-Service)
BM Music Education	BSW Social Work

## Honors Courses Offered in 2020-2021

### Fall 2020

ARCH	Digital Media II
ART	Honors History of Art I
CSD	Communication Disorders in Adults
ENGL	Composition and Rhetoric
HIST	Roots of the Modern World
	Health and Medicine in US History
MTH	Music in Therapy
ND	Nutrition I
RST	Modern Belief

### Spring 2021

ARCH	Design Studio IV
ART	Honors History of Art II
ENGL	Introduction to World Literature
HIST	Historical Roots of African Challenges
NUTR	Nutrition II
PHIL	Introduction to Philosophy
RST	Racism and the Church

## Enrollment in Honors Courses

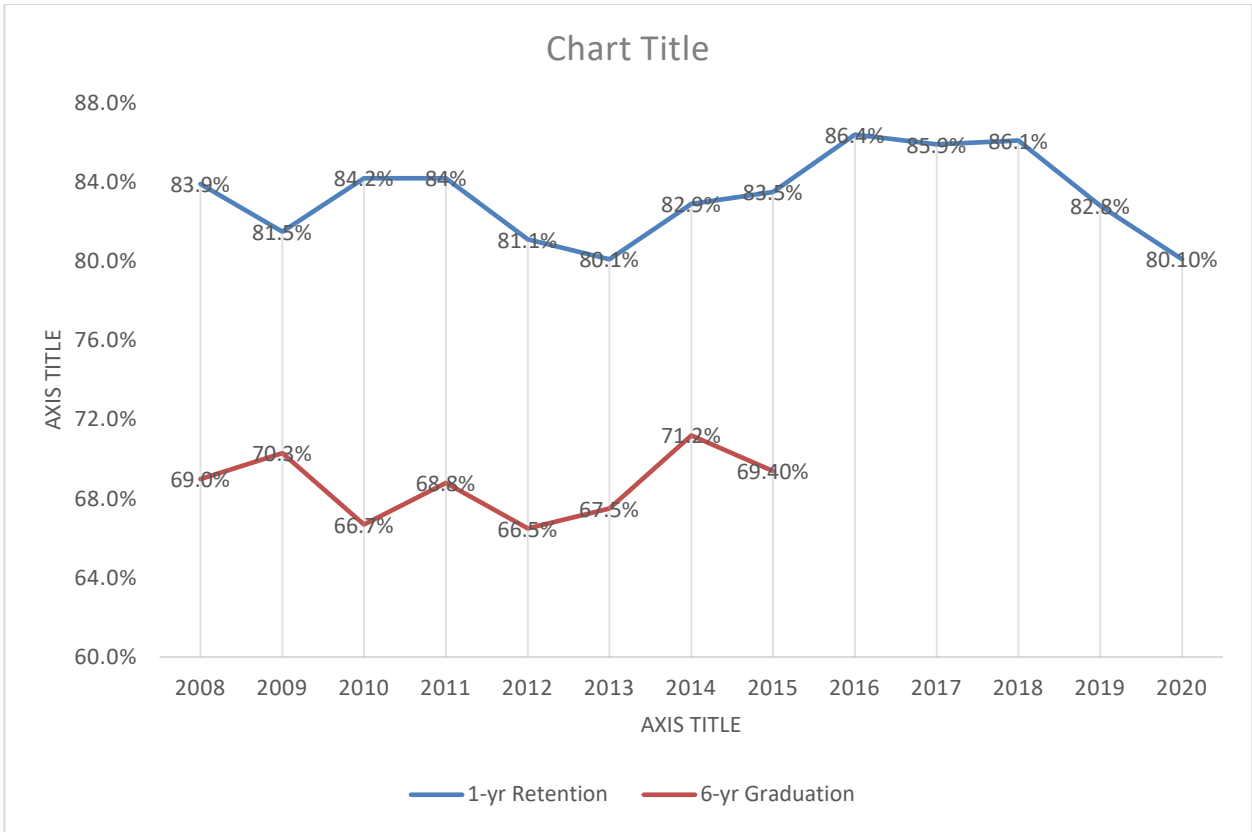
Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020
126	122	87	101	80

Source: Honors Director

**Retention and Graduation Rates for First-Time Full-Time Students by Year of Entry - Fall 2010 to Fall 2021**

Entering Term Fall	Retention Rates								Graduation Rates						
	1 <sup>st</sup> Fall	2 <sup>nd</sup> Fall	3 <sup>rd</sup> Fall	4 <sup>th</sup> Fall	5 <sup>th</sup> Fall	6 <sup>th</sup> Fall	7 <sup>th</sup> Fall	8 <sup>th</sup> Fall	within 3 yrs	within 4 yrs	within 5 yrs	within 6 yrs	within 7 yrs	within 8 yrs	
2010*N	450	379	348	311	62	10	1	1	5	243	293	300	301	302	
%	100.0%	84.2%	77.3%	69.1%	13.8%	2.2%	0.2%	0.2%	1.1%	54.0%	65.1%	66.7%	66.9%	67.1%	
2011*N	455	383	335	312	62	14	3	4	4	251	298	313	314	317	
%	100.0%	84.2%	73.6%	68.6%	13.6%	3.1%	0.7%	0.9%	.9%	55.2%	65.5%	68.8%	69.0%	69.8%	
2012N	454	368	332	305	94	16	4	2	9	215	293	303	308	310	
%	100.0%	81.1%	73.1%	67.2%	20.7%	3.5%	.9%	0.5%	2.0%	47.4%	64.5%	66.7%	67.8%	68.3%	
2013*N	403	323	292	266	67	9	3	1	14	209	266	272	273	273	
%	100.0%	80.1%	72.5%	66.0%	16.6%	2.2%	0.7%	0.2%	3.5%	51.9%	66.0%	67.5%	67.7%	67.7%	
2014N	368	305	279	262	67	12	6	1	13	197	253	262	268		
%	100.0%	82.9%	75.8%	71.2%	18.2%	3.3%	1.6%	0.3%	3.5%	53.5%	68.8%	71.2%	72.8%		
2015N	369	308	284	267	51	7	2		5	206	249	256			
%	100.0%	83.5%	77.0%	72.4%	13.8%	1.9%	0.5%		1.4%	55.8%	67.5%	69.4%			
2016N	323	279	262	243	62	10			11	184	234				
%	100.0%	86.4%	81.1%	75.2%	19.2%	3.1%			3.4%	57.0%	72.4%				
2017N	446	383	360	330	86				14	240					
%	100.0%	85.9%	80.7%	74.0%	19.3%				3.1%	53.8%					
2018N	388	334	307	280					11						
%	100.0%	86.1%	79.1%	72.2%					2.8%						
2019N	360	298	260												
%	100.0%	82.8%	72.2%												
2020N	408	327													
%	100.0%	80.1%													
2021N	452														
%	100.0%														
NOTE: Average 6-year graduation rate computed by Student Right to Know															
*Student(s) removed from cohort				(SRK) formula for 4-year programs is 67.9%											

### Trends in 1-Year Retention from 2008 to 2019 6-Year Graduation Rates of First-time Full-time Students from 2008 to 2015





## ATHLETICS AND RECREATION

Twenty-two varsity teams plus esports (coed) are sponsored. The University is a member of the National Collegiate Athletic Association (NCAA) Division III, the Atlantic East Conference (AEC), the Eastern College Athletic Conference (ECAC), the Landmark Conference (women's golf) and the Mid-Atlantic Rugby Conference (rugby). Thirteen sports are offered for women and 11 for men:

### Women

Basketball  
Cross Country  
Esports  
Field Hockey  
Golf  
Lacrosse  
Rugby  
Soccer  
Softball  
Swimming/Diving  
Tennis  
Track and Field (Indoor/Outdoor)  
Volleyball

### Men

Baseball  
Basketball  
Cross Country  
Esports  
Golf  
Lacrosse  
Rugby  
Soccer  
Swimming/Diving  
Tennis  
Track and Field (Indoor/Outdoor)

A selection of intramural and club sports also is available. Club sports have included: climbing, dance team and cheerleading among others. A wide range of activities are offered through the intramural sports program. Traditional team activities such as basketball, volleyball, flag football, tennis and softball are available in addition to innovative programs like ultimate Frisbee and 100 Mile Fitness Club. Recreation programs include land and water aerobics classes and fitness challenges. The Center for Athletics and Wellness is a state-of-the-art facility with a fitness center, climbing wall, an elevated running track, a dance/aerobics studio, a 1,500-seat arena and high-tech athletic training areas. The Aquatics Center features eight lanes, one meter and three-meter diving boards, spectator seating and team rooms. The major expansion of the university's athletics and recreation facilities within the last decade was designed to complement the outdoor facilities that include a lighted multipurpose turf field, tennis courts, sand volleyball court, basketball courts and three grass fields.

## Athletic Honors/Achievements

TEAM NCAA APPEARANCES - 12  
INDIVIDUAL NCAA APPEARANCES - 8  
NCAA "ZONE MEET" QUALIFIERS - 2  
ATLANTIC EAST WOMEN'S COMMISSIONER'S AWARD - 1  
ATLANTIC EAST "DISTINGUISHED SERVICE" HONOREE - 1  
ATLANTIC EAST "SPORTSMANSHIP TEAM OF THE YEAR" - 1  
CSAC PRESIDENT'S CUP OVERALL TITLES - 1  
CSAC PRESIDENT'S CUPS MEN'S TITLES - 1  
CSAC PRESIDENT'S CUPS WOMEN'S TITLES - 4  
CSAC INSTITUTIONAL EXCELLENCE AWARD - 2  
CONFERENCE TEAM ACADEMIC AWARDS - 31  
CONFERENCE CHAMPIONSHIPS - 53  
CONFERENCE RUNNERS-UP - 56  
CONFERENCE COACH OF THE YEAR - 71  
ALL-CONFERENCE SELECTIONS - 1,443 (total since 1992, does NOT include CSAC All-Sportsmanship Team)  
CSAC TEAM SPORTSMANSHIP AWARDS - 4  
CSAC 3-D SPORTSMANSHIP AWARDS - 6  
CONFERENCE PLAYER OF THE YEAR - 38  
CONFERENCE ROOKIE OF THE YEAR - 21  
CONFERENCE CROSS COUNTRY INDIVIDUAL CHAMPIONS - 15 (6 male, 9 female)  
CONFERENCE MEN'S GOLF INDIVIDUAL CHAMPIONS (MEDALISTS) - 3 CONFERENCE TOURNAMENT MVPs - 4  
CONFERENCE SCHOLAR-ATHLETE OF THE YEAR - 7 (3 male, 4 female)  
NCAA POST-GRADUATE SCHOLARSHIPS - 3 (1 male, 2 female)  
ECAC CHAMPIONSHIPS - 1  
ECAC RUNNERS-UP - 5  
ECAC PLAYER OF THE YEAR - 2  
ECAC ROOKIE OF THE YEAR - 1  
ECAC INDOOR TRACK & FIELD CHAMPIONS - 6  
ECAC OUTDOOR TRACK & FIELD CHAMPIONS - 4  
ECAC ALL-STARS - 41  
NATIONAL ALL-AMERICANS - 10  
NATIONAL PRE-SEASON ALL-AMERICANS - 2  
NATIONAL ALL-AMERICAN ROOKIE TEAM MEMBERS - 3  
REGIONAL ALL-AMERICANS - 68  
REGIONAL ALL-FRESHMAN TEAM (CROSS COUNTRY) - 5 (2 male, 3 female)  
NATIONAL ACADEMIC ALL-AMERICAN (CoSIDA) - 3  
REGIONAL ACADEMIC ALL-AMERICAN (CoSIDA) - 17  
NATIONAL ACADEMIC HONORS (Coaches' Organizations) - 237  
REGIONAL ACADEMIC HONORS (Coaches' Organizations) - 9  
REGIONAL COACH OF THE YEAR (since 1992) - 1 (WXC)  
REGIONAL ASSISTANT COACH OF THE YEAR (since 1992) - 1 (WSOC) NATIONAL ASSISTANT COACH OF THE YEAR (since 1992) - 1 (WVB) NATIONAL  
TEAM ACADEMIC AWARDS (Coaches' Organizations) - 86

Source: Marywood Department of Athletics and Recreation

## II. PERSONNEL

## Employees by Ethnicity, EEO Category and Time Status

Table A	Faculty and Staff Profile – Full-Time & Part-Time				
	2017-18	2018-19	2019-20	2020-21	2021-22
<b>Faculty</b>					
Full-Time Instructional Faculty	141	143	151	149	154
Full-Time Librarians	7	6	6	6	4
Pro-Rata Faculty	16	11	4	3	3
Part-Time Faculty	245	230	207	189	195
<b>Executive/Administrators/Staff</b>					
Total	372	363	358	314	300
Full-Time	316	314	307	268	249
Part-Time	56	49	51	46	51

Table B	2017-18		2018-19		2019-20		2020-21		2021-22	
	White	Other	White	Other	White	Other	White	Other	White	Other
<b>Faculty</b>										
Full-Time Instructional Faculty	126	15	126	17	132	19	133	16	132	22
Full-Time Librarians	5	2	4	2	4	2	4	2	2	2
Pro-Rata Faculty	15	1	10	1	4	0	3	0	2	1
Part-Time Faculty	234	11	220	10	195	12	177	12	180	15
<b>Executive/Administrative/Managerial</b>										
Full -Time	37	0	32	2	31	2	31	4	30	7
Part-Time	1	0	0	0	0	0	0	0	0	0
<b>Professional</b>										
Full -Time	101	5	104	6	101	7	89	6	87	9
Part-Time	28	3	27	3	29	4	29	6	30	6
<b>Secretarial/Clerical Staff</b>										
Full -Time	68	0	71	2	70	1	58	1	52	0
Part-Time	10	2	9	1	8	2	7	1	9	2
<b>Technical/Paraprofessional Staff</b>										
Full -Time	18	1	13	1	14	1	13	1	4	1
Part-Time	3	0	2	0	2	0	1	0	1	0
<b>Skilled Craft Staff</b>										
Full -Time	18	1	15	1	16	2	15	2	15	2
Part-Time	0	0	0	0	0	0	0	0	0	0
<b>Service/Maintenance Staff</b>										
Full -Time	62	5	61	6	57	5	45	3	38	4
Part-Time	8	0	7	0	6	0	2	0	0	0
<b>Totals</b>										
Full -Time	435	29	426	37	425	39	388	35	360	47
Part-Time	284	16	265	14	240	18	216	19	223	33
Pro Rata	15	1	10	1	4	0	3	0	2	1

Source: Marywood Department of Human Resources

## Full-time Employees by Gender and Ethnicity

Table C	2017-18		2018-19		2019-20		2020-21		2021-22	
	M	F	M	F	M	F	M	F	M	F
<b>Executive/Administrative/Managerial</b>										
White	11	26	9	23	11	20	13	18	11	19
Black	0	0	1	1	1	0	1	1	1	1
Hispanic	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	1	0
Other	0	0	0	0	0	1	1	1	1	3
<b>Faculty (includes librarians)</b>										
White	50	81	48	82	49	87	50	87	47	87
Black	1	0	1	0	1	0	1	0	1	1
Hispanic	1	1	2	1	1	2	1	2	4	2
Asian/Pacific Islander	5	3	5	7	5	4	7	4	6	5
Other	2	4	1	2	2	6	1	2	3	2
<b>Professional Staff (does not include librarians)</b>										
White	32	69	33	71	31	70	26	62	25	62
Black	1	1	1	2	1	2	0	2	0	2
Hispanic	0	2	1	1	1	1	1	2	2	2
Asian/Pacific Islander	0	0	0	0	0	1	0	1	0	1
Other	1	0	0	1	0	1	0	1	1	1
<b>Secretarial/Clerical Staff</b>										
White	5	63	4	67	4	66	4	54	5	47
Black	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	2	0	1	0	0	0	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	1	0	0	0
<b>Technical/Paraprofessional Staff</b>										
White	11	7	8	5	9	5	8	5	3	1
Black	0	0	0	0	0	0	0	0	0	0
Hispanic	0	0	0	0	0	0	0	0	0	0
Asian/Pacific Islander	0	1	0	1	0	1	0	1	0	1
Other	0	0	0	0	0	0	0	0	0	0
<b>Skilled Craft Staff</b>										
White	18	0	15	0	16	0	15	0	15	0
Black	0	0	0	0	0	0	0	0	0	0
Hispanic	1	0	1	0	1	0	1	0	1	0
Asian/Pacific Islander	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	1	0	1	0	1	0
<b>Service/Maintenance Staff</b>										
White	30	32	30	31	27	30	26	19	22	16
Black	0	0	0	0	0	0	0	0	1	0
Hispanic	1	0	1	0	1	0	1	0	1	0
Asian/Pacific Islander	0	1	0	0	0	0	0	0	0	0
Other	0	3	2	3	2	2	1	1	1	1
<b>Totals</b>	<b>170</b>	<b>294</b>	<b>163</b>	<b>300</b>	<b>164</b>	<b>300</b>	<b>160</b>	<b>263</b>	<b>153</b>	<b>254</b>

Source: Marywood Department of Human Resources

**Number of Full-time and Pro-rata Faculty by College**

		2019	2020	2021
<b>CAS</b>				
	<b>Full-time</b>	58	57	60
	<b>Pro-rata</b>	1	1	1
	<b>FTE</b>	58.5	57.5	60.5
<b>CHHS</b>				
	<b>Full-time</b>	65	64	69
	<b>Pro-rata</b>	2	2	1
	<b>FTE</b>	66.5	66	69.5
<b>CPS</b>				
	<b>Full-time</b>	28	28	25
	<b>Pro-rata</b>	1	0	1
	<b>FTE</b>	28.5	29	25.5
<b>Librarians</b>				
	<b>Full-time</b>	6	6	4
<b>TOTAL</b>				
	<b>Full-time Faculty</b>	151	149	154
	<b>Pro-rata Faculty</b>	4	3	3
	<b>Part-time Faculty</b>	207	189	195
	<b>Full-time Librarians</b>	6	6	4
	<b>Faculty FTE*</b>	227.8	218.9	223.85

\*FT Faculty (155) + Pro Rata Faculty (3 x 0.5) + PT Faculty (189 x 0.33)

**Tenure Status among Full-time Faculty** (includes Librarians)

	2017		2018		2019		2020		2021	
	N	%	N	%	N	%	N	%	N	%
Professor	16	100.0	15	100.0	15	100.0	20	100.0	20	100
Assoc Professor	53	91.0	49	83.3	51	83.6	47	75.8	47	78.3
Asst Professor	2	3.8	2	5.3	2	3.9	1	2.2	1	1.9
<b>Total University</b>	<b>71</b>	<b>48</b>	<b>66</b>	<b>46.9</b>	<b>68</b>	<b>43.0</b>	<b>68</b>	<b>43.8</b>	<b>68</b>	<b>43.0</b>

**Highest Degree Attained by Full-Time Instructional Faculty 2020-21**

	CAS	CHHS	CPS	Total
Bachelor's	0	0	1	<b>1</b>
Master's	7	27	6	<b>40</b>
Terminal Master's	6	4	2	<b>12</b>
Doctorate	47	38	16	<b>101</b>
<b>Total</b>	<b>60</b>	<b>69</b>	<b>25</b>	<b>154</b>

Source: Academic Affairs

**Number of Full-time Faculty by Rank and Gender \*\***

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Professor					
Male	10	10	11	15	14
Female	6	5	4	5	6
<b>Total</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>20</b>
Associate Professor					
Male	26	27	26	22	22
Female	35	34	35	40	36
<b>Total</b>	<b>61</b>	<b>61</b>	<b>61</b>	<b>62</b>	<b>58</b>
Assistant Professor					
Male	21	19	15	17	16
Female	32	32	37	28	37
<b>Total</b>	<b>53</b>	<b>51</b>	<b>52</b>	<b>45</b>	<b>53</b>
Instructor of Practice***					
Male	-	-	3	2	1
Female	-	-	9	9	13
<b>Total</b>	<b>-</b>	<b>-</b>	<b>12</b>	<b>11</b>	<b>14</b>
Instructor					
Male	2	1	5	6	6
Female	5	8	12	11	5
<b>Total</b>	<b>7</b>	<b>9</b>	<b>17</b>	<b>17</b>	<b>11</b>
Clinical					
Male	0	0	-	-	-
Female	11	13	-	-	-
<b>Total</b>	<b>11</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Full-time*</b>	<b>148</b>	<b>149</b>	<b>157</b>	<b>155</b>	<b>158</b>

\*Includes Librarians

\*\* In 2018 Clinical Faculty were re-designated Professors of Practice and will now be counted according to rank.

\*\*\* Instructor of Practice previously included in Clinical category

Source: Academic Affairs

## III. FINANCES

## Operating Revenue/Expense

OPERATING REVENUE	FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021	
	\$	%	\$	%	\$	%	\$	%
Tuition & Fees	\$ 76,937,803		\$ 78,674,401		\$ 77,754,250		\$ 78,245,708	
Institutional Aid	(30,877,174)		(31,602,053)		(31,760,146)		(33,908,408)	
Net Tuition and Fees	46,060,629	68%	47,072,348	65%	\$ 45,994,104	68%	\$ 44,337,300	67%
Federal Grants & Contracts	530,475	1%	663,603	1%	\$ 2,201,168	3%	3,062,098	5%
State & Local Grants & Contracts	813,072	1%	960,155	1%	\$ 829,891	1%	912,235	1%
Private Gifts & Grants	8,302,328	12%	11,898,720	16%	\$ 8,214,038	12%	8,968,733	14%
Income from Investments	115,628	0%	603,167	1%	\$ 586,519	1%	291,001	0%
Endowment Spending Policy	1,020,000	1%	1,023,000	1%	\$ 1,012,000	2%	1,791,000	3%
Other Income	401,986	1%	517,678	1%	\$ 1,026,642	2%	527,460	1%
Loss of Sale of Assets	-	0%	-	0%	\$ -	0%	(352,839)	-1%
Sales & Services- Educational Activities	117,407	0%	113,000	0%	\$ 79,346	0%	71,552	0%
Sales & Services- Educational Activities	10,785,024	16%	9,769,428	13%	\$ 7,493,125	11%	6,248,275	9%
Net Assets Released	-	0%	-	0%	\$ -	0%	-	0%
Total Operating Revenues	\$ 68,146,549		\$ 72,621,099		\$ 67,436,833		\$ 65,856,815	
OPERATING EXPENSE	FY 2017-2018		FY 2018-2019		FY 2019-2020		FY 2020-2021	
	\$	%	\$	%	\$	%	\$	%
Instruction & Research	\$ 26,884,648	41%	\$ 26,709,752	40%	\$ 26,604,008	42%	\$ 24,875,463	39%
Academic Support	9,144,766	14%	10,255,442	15%	9,182,747	14%	9,876,268	16%
Student Services	10,722,001	16%	10,916,323	16%	10,089,159	16%	9,853,376	15%
Institutional Support	12,520,393	19%	11,781,156	18%	12,200,228	19%	13,676,649	21%
Auxiliary Enterprises	6,901,429	10%	6,969,556	10%	5,997,470	9%	5,436,016	9%
Total Operating Expenses	\$ 66,173,237		\$ 66,632,229		\$ 64,073,612		\$ 63,717,772	
<b>NET CHANGE IN OPERATING ACTIVITIES</b>	\$ 1,973,312.00		\$ 5,988,870		\$ 3,363,221		\$ 2,139,043	

Source: Office of Business Affairs

## Tuition, Fees, Room, Board Rates

<b>TUITION, FEES, ROOM, BOARD RATES</b>	<b>FY 18-19</b>	<b>FY 19-20</b>	<b>FY 20-21</b>	<b>FY 21-22</b>
<i>TUITION PER CREDIT RATES (Fall/Spring)</i>				
Undergraduate	650	650	670	670
Master	800	824	824	824
Masters of Education	500	515	515	515
Masters of Fine Arts	618	618	618	618
Master of Interior Architecture	950	979	979	979
Master of Physician Assistant	1,000	1,030	1,030	1,030
Doctoral	925	953	953	953
<i>FEES (Full-Time Rates/Per Semester)</i>				
General Fee- UG	750	750	750	750
General Fee- GR	375	375	375	375
Student Activity Fee-UG	125	125	125	125
Student Activity Fee- GR	25	25	25	25
New Student Matriculation Fee	250	250	250	250
<i>ROOM CHARGES (Annual Rate)</i>				
Regina Hall: Single Occupancy	9,116	9,298	7,738	9,484
Regina Hall: Multiple Occupancy	7,519	7,670	7,738	7,824
Loughran and Madonna Hall: Single Occupancy	9,578	9,770	8,138	9,966
Loughran and Madonna Hall: Multiple Occupancy	7,822	7,978	8,138	8,138
Woodlands I	8,303	8,470	8,640	8,640
Woodland II	8,846	9,022	9,204	9,204
Graduate Housing	6,756	6,892	7,030	7,030
<i>BOARD CHARGES (ANNUAL RATE)</i>				
Residential: 19 meals per week + 200 Dining Dollars	6,078	6,078	6,200	6,200
Residential: 15 meals per week + 300 Dining Dollars	6,078	6,078	6,200	6,200
Residential: 150 Block Plan + 500 Dining Dollars	4,736	4,736	4,832	4,832
Commuter: 16 Meal Plan + 55 Dining Dollars	-	524	536	536
Commuter: 32 Meal Plan + 55 Dining Dollars	-	932	952	952

*Source: Office of Business Affairs*



### Student Cost of Attendance

STUDENT COST OF ATTENDANCE	FY 2019-2020			FY 2020-2021		
	On Campus	Commuter	Off-Campus	On Campus	Commuter	Off-Campus
Tuition	\$ 34,155	\$ 34,155	\$ 34,155	\$ 35,534	\$ 35,534	\$ 35,534
General Fee	1,500	1,500	1,500	1,500	1,500	1,500
Activities Fee	250	250	250	250	250	250
Room	8,058	1,000	5,000	8,138	1,100	5,000
Board	6,100	1,000	5,000	6,200	1,100	5,000
Books and Supplies	1,250	1,250	1,250	1,250	1,250	1,250
Personal/Transportation/Loan fees	1,800	2,000	2,000	1,200	1,200	1,200
<b>TOTAL</b>	<b>\$ 53,113</b>	<b>\$ 41,155</b>	<b>\$ 49,155</b>	<b>\$ 54,072</b>	<b>\$ 41,934</b>	<b>\$ 49,734</b>

### Endowment Fund

ENDOWMENT FUND	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Quasi Endowment	\$ 9,891,694	\$ 10,546,362	\$ 10,832,947	\$ 15,879,820
True Endowment	28,070,555	30,028,137	34,060,901	45,036,049
Pacer Fund (Student Managed)	845,066	886,776	959,098	1,167,998
<b>TOTAL ENDOWMENT FUND</b>	<b>\$ 38,807,315</b>	<b>\$ 41,461,275</b>	<b>\$ 45,852,946</b>	<b>\$ 62,083,867</b>
<i>The above figures represent each fund's Market Value at 6.30.21</i>				

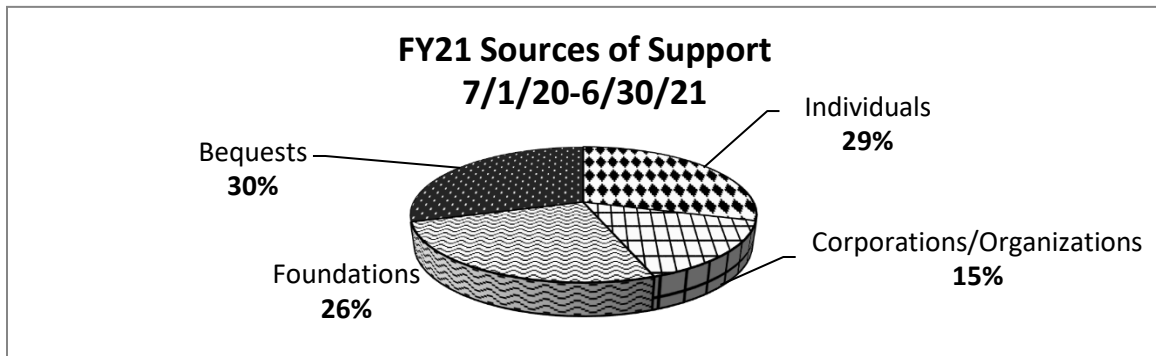
Source: Office of Business Affairs

**Total Gifts and Grants  
Purposes of Support (Cash)**

<u>Purposes of Support</u>	<u>FY '17 Amount</u>	<u>FY '18 Amount</u>	<u>FY '19 Amount</u>	<u>FY '20 Amount</u>	<u>FY '21 Amount</u>
<b>1. Current Operations</b>					
a. Unrestricted	213,081	212,249	287,282	278,519	310,361
b. Restricted	<u>1,116,869</u>	<u>1,548,387</u>	<u>1,166,808</u>	<u>1,335,708</u>	<u>1,790,453</u>
<i>Sub-total, Current Operations</i>	<i>1,329,950</i>	<i>1,760,636</i>	<i>1,454,090</i>	<i>1,614,227</i>	<i>2,100,814</i>
<b>2. Endowment</b>	1,378,983	788,623	3,455,174	1,055,370	1,863,580
<b>3. Capital</b>	<u>913,241</u>	<u>1,121,228</u>	<u>627,861</u>	<u>1,218,123</u>	<u>836,629</u>
<b>Total</b>	<b>\$3,622,174</b>	<b>\$3,670,487</b>	<b>\$5,537,125</b>	<b>\$3,887,720</b>	<b>\$4,801,023</b>

**Donor Giving Levels (Hard Credit)**

<u>Giving Levels</u>	<u>FY '17 # of Donors</u>	<u>FY '18 # of Donors</u>	<u>FY '19 # of Donors</u>	<u>FY '20 # of Donors</u>	<u>FY '21 # of Donors</u>
\$10,000 and greater	52	52	49	48	50
\$5,000-\$9,999	34	36	48	33	47
\$2,000-\$4,999	95	101	102	97	101
\$1,000-\$1,999	128	121	125	79	128
\$500-\$999	194	140	128	97	146
\$250-\$499	225	217	195	170	223
\$100-\$249	1,160	1,051	928	829	980
\$1-\$99	2,246	2,062	1,912	1,710	1,525



**Undergraduate Alumni Giving\***

<b>Fiscal Year</b>	<b>Number of Donors</b>	<b>% Participation</b>
2021	1,885	9.26

*\*Based on gifts received*

*Source: University Advancement*

## IV. FACILITIES

## Land and Building Inventory

**Land (In Acres):**

	<u>June 30, 2016</u>	<u>June 30, 2017</u>	<u>June 30, 2018</u>	<u>June 30, 2019</u>	<u>June 30, 2020</u>
Land in Scranton, PA	71.4	71.4	71.4	71.4	71.4
Land in Dunmore, PA	51.4	51.4	51.4	51.4	51.4
<b>Total</b>	<b>122.8</b>	<b>122.8</b>	<b>122.8</b>	<b>122.8</b>	<b>122.8</b>

**Buildings:**

<u>Building</u>	<u>Predominant Function</u>	<u>Usable Square Footage</u>
Adams Avenue Property (#2205)	President's Residence	5,555
Adams Avenue Property (#2305)	Residence	2,924
Adams Avenue Property (#2349)	Residence	2,857
Bethany Hall and Garage	Administrative	4,966
Center for Architectural Studies	Academic	25,424
Center for Athletics and Wellness	Academic/Athletics/Recreation	80,170
Center for Natural and Health Sciences	Academic	45,453
Tony Domiano Center for Friends of the Poor	Special/Administrative	2,810
Emmanuel Hall	Administrative	8,359
Fricchione Day Care Center	Special	8,397
Immaculata Hall	Administration	31,994
Insalaco Center for Studio Arts	Academic	56,020
Keith J. O'Neill Center for Healthy Families	Academic	24,820
Learning Commons	Library	71,158
Liberal Arts Center	Academic/Administrative	70,251
Loughran Hall	Student Residence/Administrative	109,247
Madonna Hall	Student Residence	51,674
Maria Hall	Administrative	5,017
McCarty Hall	IHM Residence	4,921
McGowan Center for Graduate and Professional Studies	Academic	55,252
Perpetual Help Hall	Student Residence	3,574
Power Plant and Maintenance Building	Support	20,518
Printing and Mailing Center	Support	3,674
Regina Hall	Student Residence/Administrative	56,907
Sette La Verghetta Center for Performing Arts	Academic	39,769
Shields Visual Arts Center	Academic	56,707
Student Center (Nazareth Hall)	Campus Life	55,942
Woodland Residences I	Student Residences	10,442
Woodland Residences II	Student Residences	26,869
Woodland Residences III	Student Residences	14,617
<b>Total Square Footage</b>		<b>956,288</b>
<b>Net Book Value of Buildings (historical cost less accumulated depreciation)</b>		<b>\$145,295,470</b>
<b>Cost of Replacement</b>		<b>\$252,437,389</b>

**Leased facilities:**

DeSales University - School of Social Work

Source: Buildings and Grounds

## University Library

	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-20</u>	<u>2020-21</u>
<b><u>Total Collection Counts</u></b>				
Print Books/Journals	185,509	154,135	155,239	156,874
Journal Titles-Electronic/Print	44,458	56,934	73,691	86,376
Audiovisual Materials	20,851	20,860	20,520	18,400
<b><u>Total Electronic Resources Counts</u></b>				
Internet Databases	62	62	63	76
Full-Text Databases	48	49	50	52
eBooks	225,884	246,623	246,623	247,360
<b><u>Total Expenditures</u></b>				
Print Books/Journals	\$192,838	\$190,000	\$116,115	\$100,251
Electronic Resources	\$116,470	\$90,000	\$132,000	\$158,000
Journal Binding	\$1,051	\$1,351	\$1,250	\$1,250
Supplies	\$1,294	\$1,800	\$900	\$900
<b><u>Total Interlibrary Loan Transactions</u></b>				
Borrowed	2,675	2,831	1,900	1,581
Loaned	3,345	3,248	2,132	1,443
<b><u>Library Instruction</u></b>				
Total Library Instruction Sessions	100	58	60	50
No. of Students/Faculty Attending	1,018	958	1,080	685
<b><u>Weekly Reference Transactions</u></b>				
In-person (average per week)	25	28	66	16
Online (average per week)	-	-	-	8
<b><u>Total Circulation Transactions</u></b>				
	5,659	4,181	3,497	3,366
<b><u>Hours of Service per Week</u></b>				
	99	98	84	92
<b><u>Staff</u></b>				
Faculty	6.0	5.0	3.5	4.5
Professional	1.0	1.0	1.0	1.0
Clerical	8.5	8.5	7.0	5.0
Student Assistants (part time)	8.0	4.0	4.0	4.0

Source: Marywood University Learning Commons

## **Office of Information Technology**

Information Technology (IT) is responsible for providing technology and related support to the Marywood University campus. In service of this purpose, IT is comprised of 4 operational areas: Educational Technology Services, User Services, Enterprise services, and Infrastructure Services.

### **Educational Technology Services**

The team at ETS works diligently to create an environment that promotes collaboration and communication across the University. They strive to follow the mission and core values of the University as they acknowledge the importance of educating global citizens in a digital society. It is their goal to provide educational technology opportunities for faculty to ensure an optimized student learning experience. In order to accomplish this goal, the team assists faculty with the integration of technology to create and deliver course content using research-based practices in the field of higher education.

Their services provide technology-enhanced training for teaching and learning for online, hybrid, and traditional courses. In addition, they provide course instructional design in Brightspace, training documentation on software and campus-specific applications, and Brightspace troubleshooting via the help desk.

### **Help Desk and Technology Support**

The IT Help Desk is part of the User Services team and provides basic hardware, software, printing and network support. Contact them through a web-based ticketing system to easily communicate, track, and resolve issues; they can also be reached via phone or email.

The Technology Support team is also part of the User Services team and is responsible for the technical support of the University's end user computing devices such as desktops, laptops, printers and mobile devices. Support includes hardware and software installation and troubleshooting, as well as technology purchasing recommendations. The Technology Support also monitors the computer labs across campus, ensuring the computers and printers are working properly and are up to date.

### **Enterprise Services**

Enterprise Services is responsible for supporting the University's central software and database applications utilized by both administrative and academic departments. The Ellucian ERP system provides the primary software used by the Registrar's Office, Admissions, Finance, Financial Aid, and Human Resources. Enterprise Services also provides consultation and system implementation services and assistance for other third-party software solutions for use by these functional departments as well.

Enterprise Services provides ongoing technical support for effective data and process operations throughout all areas of the university. This includes programming for the Colleague ERP system and auxiliary systems, customized report services and analytics and database operations and maintenance.

### **Infrastructure Services**

Infrastructure services contribute to and drive critical business functions for Marywood University by supporting servers, backup/disaster recovery solutions, network, internet/intranet, Wi-Fi, Google Workspace, identity and access management, telecom, and information security.

Infrastructure services completed a data center hardware refresh to a cutting-edge hyper-converged infrastructure hosted hardware platform for its servers. A disaster recovery solution was deployed at a remote data center in Philadelphia to protect its mission-critical services and solutions for the University. In June 2021 we cutover to state-of-the-art Palo Alto Next-Generation Firewalls to improve the security posture of Marywood University. Phase 2 network Wi-Fi hardware refresh was completed in select buildings on campus over the summer of 2021 to provide improved Wi-Fi and network services to support students, faculty, and staff.

### **Computer Labs**

The Office of Information Technology maintains computer labs and drop-in areas in various buildings on campus. Most labs contain Windows-based PCs with Macintosh computers in buildings housing the arts. All have a high-speed Internet connection, scanners, pay per page laser printing, and Microsoft Office, as well as a number of specialized programs as needed by various departments. For students who cannot access the computer labs in person, a variety of applications found in the labs can also be used off-campus via an app-virtualization program.

### **\*Peer-to-Peer Policy Statement**

Marywood University prohibits Peer to Peer (P2P) network traffic from the campus network because of its widespread use in distributing illegal or copyrighted material and for security purposes to protect our network and university data. The Office of Information Technology reserves the right to remove any computer in question from the network entirely if it is found to be distributing or collecting illegal or copyrighted material, or using excessive amounts of network bandwidth to the detriment of other computers on the network.

*Source: Marywood University Office of Information Technology*

## V. ACCREDITATIONS & APPROVALS

### Institutional Accreditation

Marywood University is accredited by the **Middle States Commission on Higher Education**,  
3524 Market Street, Philadelphia, PA 19104 (267-284-5000) [www.msche.org](http://www.msche.org).

The MSCHE is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Council for Higher Education Accreditation (CHEA).

### Professional Accreditations

Business and Managerial Science Programs granting the B.B.A. Degrees at the Undergraduate Level and the M.B.A. and M.S. in Management Information System Degrees at the Graduate Level

#### **Accreditation Council for Business Schools and Programs (ACBSP)**

7007 College Boulevard, Suite 420, Overland Park, KS 66211

Phone: 913-339-9356

The Didactic Program, Coordinated Program, and Internship and Distance Internship Programs in the Nutrition and Dietetics Department

#### **Accreditation Council for Education in Nutrition and Dietetics (ACEND)**

120 South Riverside Plaza, Suite 2000, Chicago, IL 60606

Phone: 312-899-0040

The Master's Degree in Physician Assistant Studies

#### **Accreditation Review Committee on Education for the Physician Assistant, Inc. (ARC-PA)**

12000 Findley Road, Suite 240, Duluth, GA 30097

Phone: 770-476-1224

The Graduate Art Therapy Program of the Department of Art

#### **American Art Therapy Association, Inc. (AATA)**

5999 Stevenson Ave., Alexandria, VA 22304

Phone: 888-290-0878 or 1-703-212-2238

The Doctor of Psychology (Psy.D.) program in Clinical Psychology is accredited as a doctoral program in clinical psychology

#### **American Psychological Association (APA)**

Office of Program Consultation and Accreditation,

750 First Street, NE, Washington, DC 20002-4242

Phone: 202-336-5500

The Athletic Training Program in the Health and Physical Education Department

#### **Commission on Accreditation of Athletic Training Education (CAATE)**

2201 Double Creek Drive, Suite 5006, Round Rock, TX 78664

Phone: 512-733-9700

The Nursing Program granting the B.S.N.

#### **Commission on Collegiate Nursing Education (CCNE)**

One Dupont Circle, NW, Suite 530, Washington, D.C. 20036

Phone: 202-887-6791

*Source: Academic Affairs*

Counseling Programs in Elementary Counseling, Secondary School Counseling and Mental Health Counseling  
**Council for Accreditation of Counseling and Related Educational Programs (CACREP)**  
5999 Stevenson Avenue, Alexandria, VA 22304  
Phone: 703-823-9800 ext. 301  
The Master's Program in Speech-Language Pathology

**Council on Academic Accreditation, American Speech-Language-Hearing Association, (ASHA)**  
10801 Rockville Pike, Rockville, MD 20852  
Phone: 800-498-2071

The Master's and Baccalaureate of Social Work degree programs in the School of Social Work  
**Council on Social Work Education (CSWE)**  
1725 Duke Street, Suite 500, Alexandria, VA 22314  
Phone: 703-683-8080

**National Architectural Accrediting Board (NAAB)**  
The Bachelor of Architecture (B.ARCH.) degree program is accredited by the National Architectural Accrediting Board. | Address: 1101 Connecticut Avenue, NW, Suite 410, Washington, DC 20036. | Phone: (202) 783-2007

Programs in Art and Design of the Department of Art  
**National Association of Schools of Art and Design (NASAD)**  
11250 Roger Bacon Drive, Suite 21, Reston, VA 20190  
Phone: 703-437-0700

Programs in Music  
**National Association of Schools of Music (NASAM)**  
11250 Roger Bacon Drive, Suite 21, Reston, VA 20190  
Phone: 703-437-0700

Bachelor of Science in Respiratory Care  
**Commission on Accreditation for Respiratory Care (CoARC)**  
265 Precision Blvd  
Telford, TN 37690  
Phone: 817-283-2835

### **Institutional Approval**

**The State Authorization Reciprocity Agreements (SARA)** provides a voluntary, regional approach to state oversight of postsecondary distance education. Member states agree to follow uniform processes for approving their eligible institutions' participation. Pennsylvania joined SARA in January 2017.

SARA is an agreement among member states, districts, and territories that establishes comparable standards for interstate offering of post-secondary distance education.

Marywood University is a SARA-participating institution, enabling the University to engage in all activities covered by SARA in states that are members of SARA without having to obtain approval from each state individually. This agreement includes activities such as internships, clinical or field work that occur in other SARA states for students enrolled in the university's distance education or campus-based academic programs.

*Source: Academic Affairs*



## VI. STRATEGIC PLAN GOALS INITIATIVES AND OBJECTIVES

### The Strategic Plan for Marywood University 2021-2025

#### **Goal #1: Address Systemic World Problems through Interdisciplinary, Interprofessional, and Intergenerational Initiatives.**

Informed by our mission and Catholic Social Teaching, we will “prepare students to seek sustainable solutions for the common good” by creating interdisciplinary, interprofessional, and intergenerational initiatives. We will focus on solving aspects of critical problems such as systemic racism, equity and access to higher education, and environmental justice, performing a disruptive role by working together in action for justice.

#### **Strategic Initiatives and Action Plans:**

##### **A. Expand interdisciplinary, interprofessional, and intergenerational experiences that allow our students and alumni to live our mission.**

- » Create interdisciplinary, interprofessional, and intergenerational initiatives addressing pressing current problems and issues such as environmental justice that forward our mission and help us live our values
- » Develop a co-curricular record that will document skills and competencies students develop through interdisciplinary, interprofessional, intergenerational, and co-curricular programs and events offered through Academic Affairs and Student Life/Engagement
- » Create opportunities to ‘Build Your Own Degree’

*Owners of this initiative:* The Provost and Committee for Interdisciplinary, Interprofessional, and Intergenerational Experiences

#### **Measuring our success:**

- » The Committee for Interdisciplinary, Interprofessional, and Intergenerational Experiences has been established by Spring 2022
- » A seed grant program for initiatives has been established by Fall 2022
- » An assessment process for initiatives has been developed by Fall 2022
- » Initiatives have been proposed by Fall 2022 and at least two are running by Fall 2024
- » A co-curricular record has been developed by Spring 2022
- » A “Build Your Own Degree” task force has been convened by Fall 2021

##### **B. Offer and assess integrative curricula that develop students’ literacies and cognitive skills to collaboratively address real world issues to empower them to flourish in the interdependent world and workplace.**

- » Implement our new integrative Core with an annual assessment process of the Core student learning outcomes
- » Demonstrate achievement of student learning outcomes and impact on student retention and graduation
- » Fund part-time faculty compensation for Core training
- » Schedule accessible core classes during the academic year and summer sessions
- » Purchase Premium E-Portfolio and support with training a year before the first capstones roll out
- » Support existing and develop new and ongoing integrative programs

*Owners of this initiative:* The Core Director and Undergraduate Core Curriculum Committee supported by the Provost, Assistant Provost, and Deans

#### **Measuring our success:**

- » The new integrative Core with an annual assessment process rolls out in Fall 2022
- » Achievement of student learning outcomes in the integrative Core and its impact on retention and graduation are assessed yearly
- » A part-time faculty compensation structure for training has been implemented by Spring 2022
- » Regular surveys of student satisfaction with respect to the availability of Core offerings begin in Fall 2022
- » Premium portfolio has been purchased and faculty scheduled to teach capstones have been trained by Spring 2024

- » Existing integrative programs are effectively resourced and the development of new programs is routinely encouraged and adequately supported with financial and human resources by Fall 2022 onwards

*C. Create an academic culture infused with high-impact practices (active, experiential learning) and characterized by programs delivered using transparent and inclusive pedagogies by expanding such practices in an intentional and systematic way.*

- » Embed high-impact practices in every program to increase student engagement and achievement of learning outcomes
- » Create an annual event for faculty to showcase their innovative teaching strategies
- » Produce methods of assessing student involvement in high-impact practices
- » Identify the literacies and cognitive capacities developed in program curricula and link student learning outcomes with assessment
- » Identify the transferable skills developed through program curricula and articulate the skills in course syllabi to increase student awareness and promotion of skill development (e.g., use on resumes, applications, and at interviews for graduate programs or jobs)
- » Develop real-world experiences in each degree program
- » Competitively fund through the Provost's Office faculty proposals for high-impact practices such as first-year seminars and experiences, learning communities, writing-intensive courses, collaborative assignments and projects, undergraduate research, diversity/global learning/study abroad, service learning, community-based learning, internships, and capstone courses and projects

**Owners of this initiative:** The Provost, Deans, Director of the Center for Transformational Teaching and Learning

**Measuring our success:**

- » High-impact practices are used in every program by January 2022; annual program assessment thereafter demonstrates increased student engagement and achievement of learning outcomes
- » Yearly events in which faculty showcase their innovative teaching strategies occur by January 2022
- » An annual program assessment process addressing student achievement of learning outcomes via high impact practices has been established by Spring 2022
- » Programs have identified the literacies and cognitive capacities developed in their curricula and annual assessment of learning outcomes takes place by Spring 2022
- » Transferable skills have been identified and articulated on course syllabi and program websites by Spring 2022
- » Real-world experiences in each program exist by Spring 2023
- » Faculty receive competitively awarded funds to develop high impact practices by Fall 2022

*D. Increase participation in training initiatives for innovative pedagogies and various modalities.*

- » Make inclusive and transparent pedagogy a hallmark of a Marywood education
- » Develop industry-ready certificates and industry-ready credentials to be incorporated into curriculum and/or offered as additional educational experiences to multiple audiences
- » Establish an Industry Advisory Board

**Owners of this initiative:** The Deans and Provost

**Measuring our success:**

- » Inclusive and transparent pedagogy (universally defined and accepted by all) is visible in marketing materials, Admissions, webpage(s), communications, and syllabi by Spring 2022
- » Three industry-ready certificates and/or credentials have been implemented by Fall 2023
- » Enrollment in these programs increases yearly and appropriate metrics are set
- » An Industry Advisory Board has been created with a charter that includes success metrics by Fall 2021

*E. Expand Professional Continuing Education and Workforce Development.*

- » Develop additional regional partnerships
- » Resource the Professional and Continuing Education Department for growth
- » Create additional positions: Community Liaison(s) and Employer Relations Personnel for the Marywood campus

- » Develop credit and non-credit certificate programs that meet workforce needs
- » Offer regular workforce training opportunities and professional continuing education programs

**Owners of this initiative:** Director of Professional Continuing Education with support from the Deans and Provost

**Measuring our success:**

- » One new regional partnership is developed annually starting in Fall 2021
- » Professional Continuing Education has been allotted resources to grow beginning with Fiscal Year 2022
- » Community Liaison and Employer Relations staff have been hired starting in Fiscal Year 2023
- » Each college offers at least one certificate program meeting workforce needs by Fall 2022
- » Six new corporate partnerships with industry-specific training opportunities have been created by Fall 2022
- » At least two professional continuing education offerings run monthly, one online and one in person, by Fall 2022

**F. Expand academic program opportunities and workforce development for non-traditional learners and degree-completion students.**

- » Create additional opportunities/pathways for high school students to earn college credits
- » Offer courses online, across the academic timetable, and in executive formats
- » Articulate current programs in each college that can be delivered at non-traditional times and formats
- » Develop programs for degree-seeking, credit-bearing, and non-credit activities for the non-traditional student
- » Financially support these initiatives with human resources and technology starting with the Fall 2020 budget process
- » Implement a system to identify and recruit non-traditional students
- » Conduct a comprehensive analysis of current articulation agreements, while exploring and executing additional agreements to ensure that they support timely degree completion for transfer students
- » Examine and adjust financial aid strategies for transfer students and non-traditional learners

**Owners of this initiative:** The Provost and Deans in collaboration with Student Success, Student Engagement, Admissions, and Marketing staff

**Measuring our success:**

- » Opportunities/pathways for high school students to earn college credits are in place by Fall 2021
- » Courses online, across the academic timetable, and in executive formats are scheduled by Fall 2022
- » Current programs that can be delivered at non-traditional times and formats have been articulated by Fall 2021
- » Programs for non-traditional students have been established and offered by Fall 2021
- » Programs have adequate budgetary resources; grants have been submitted by Spring 2021
- » A mechanism for delivering program information to non-traditional students exists by Spring 2022
- » A review of articulation agreements to ensure that all support timely degree completion for transfer students has been completed by Fall 2022; execution of new agreements that support timely degree completion for transfer students occurs in Fall 2022
- » Targeted financial aid strategies for transfer and non-traditional students are in place by Fall 2022

**Goal #2: Support Students from Day One.**

We will nourish a culture which supports students from “Day One” to build meaningful lifelong relationships with Marywood by increasing engagement with University-wide services and remaining committed to equity and inclusion. We will advise students through their academic journey and career preparation. We will provide desirable housing and dining options and help students navigate their financial obligations and options.

**Strategic Initiatives and Action Plans:**

**A. Increase engagement with alumni, student life services, and student success services.**

- » Develop a technology-based early intervention student success system designed to improve retention
- » Increase alumni engagement with faculty, staff, retirees, and the community
- » Strengthen the relationship between students and alumni through purposeful programming beginning at New Student Orientation to prepare students to become engaged alumni

- » Cultivate strong engagement and spirit among the internal campus community (current students, faculty, and staff) through a shared understanding of the Marywood experience
- » Design and implement a comprehensive, cohort-based first-year experience program addressing the needs of first-time students, transfer students, first generation, and online students

**Owners of this initiative:** Vice President of Advancement, Student Affairs, Assistant Provost for Student Success

**Measuring our success:**

- » An early intervention system is in place by Spring 2022 or earlier; disaggregated data shows incremental retention rate increases
- » Alumni engagement has increased by 20% over baseline by Spring 2023
- » Student participation in student engagement/alumni engagement co-hosted events and programs has increased measured by appropriate success metrics set moving forward
- » Strong student, faculty, and staff engagement increases and is assessed annually against baselines set by Spring 2021 as measured by satisfaction surveys and program participation (tracked by methods such as ID card swipes or Handshake)
- » The number of students participating in programs increases as measured by ID card swipes or Handshake; appropriate success measures will be set moving forward
- » A comprehensive, cohort-based first-year experience is running and student learning outcomes, such as awareness of services and resources, study skills, financial planning, and stress management, are assessed annually

**B. Strengthen equity and inclusion within our welcoming and supportive community.**

- » Create an Equity Action Plan to be led by the Director of Institutional Equity and Inclusion
- » Engage with experts in diversity, access, and equity to create inclusive practices and training
- » Embed perspectives that significantly integrate the experiences and work of historically marginalized populations in current courses, topics, scholarship, and materials
- » Create courses that significantly integrate the experiences and work of historically marginalized populations
- » Overhaul hiring and admissions practices to ensure intentional recruitment and retention of faculty, staff, and students of color
- » Sustain the Truth, Racial Healing & Transformation Center and increase engagement with it
- » Ensure that resource allocations, policies, and operations align with our institutional commitment to equity and inclusion
- » Become a Hispanic-Serving Institution (HSI)

**Owners of this initiative:** Human Resources Director, Director of Institutional Equity and Inclusion, Admissions Directors, Deans, Provost

**Measuring our success:**

- » The Equity Action Plan is operationalized by Spring 2022
- » Inclusive practices and training are established by Fall 2021
- » Current courses, scholarship, and materials significantly integrate the experiences and work of historically marginalized populations by Fall 2021
- » New courses significantly integrating the experiences and work of historically marginalized populations are running by Fall 2022
- » The recruitment and retention of faculty and staff of color increases by a 10% minimum over 4 years
- » The recruitment of students of color increases by a 10% minimum over 4 years
- » Retention and graduation rates for students of color remain on par with the entire student population
- » Annual mission-based events engage with local underrepresented populations to meet needs by Fall 2022
- » Admissions includes bilingual staff by Fall 2022
- » The Truth, Racial Healing, and Transformation Center remains and engagement with it increases (success metrics to be determined going forward)
- » Resource allocations, policies, and operations manifestly align with our institutional commitment to equity and inclusion

- » We achieve Emerging HSI designation by Fall 2024

**C. Strengthen current and develop new effective advising strategies and processes.**

- » Evaluate and enhance advisor training that incorporates academic and financial implications as well as training on campus resources that address student needs
- » Evaluate current advisement model and make data-informed improvements
- » Create a customized professional development plan to support alumni career goals by evaluating their current skill set with suggestions for upskilling, expanding their professional network by connecting them with other Marywood alumni, and strengthening their personal brand

**Owners of this initiative:** Assistant Provost for Student Success, Career Development Center, Alumni Engagement, Deans

**Measuring our success:**

- » Enhanced advisor training is implemented by Spring 2021
- » Data-informed improvements to the current advising model are made by Spring 2022
- » Alumni are offered a customized professional development plan by Spring 2021

**D. Enhance student-centered partnerships to improve the student experience, both residential and commuter.**

- » Enhance residential facilities as per Goal #5.F and 5.G
- » Establish a cross-functional student committee that encompasses all facets of the student community (such as commuters, residents, graduate students, non-traditional students) to establish directions for food service
- » Identify technology options which improve service (app ordering, kiosk ordering, delivery option) and inform students of meals remaining, meal equivalencies remaining, and points left at each swipe
- » Increase financial support for new dining initiatives

**Owners of this initiative:** Director of Buildings and Grounds, Vice President for Business Affairs, Student Government Association in cooperation with Student Engagement, Housing and Residence Life

**Measuring our success:**

- » Residential facilities are enhanced as per Goal #5.F and 5.G
- » Regular student satisfaction surveys begin in Fall 2021
- » Focus groups are conducted by Spring 2021
- » Technology options are identified by Spring 2021
- » Two new dining initiatives are funded per year through 2023

**E. Develop and implement strategies to effectively improve financial literacy and minimize student debt.**

- » As part of an overall website redesign, improve the financial information page encompassing both the Financial Aid and Cashier's offices, which is user-friendly, informative, assists with financial literacy training, and helps with FAFSA completion
- » Provide transparent and thorough support for families through resources including educational modules
- » Implement technology-focused delivery of financial literacy education in an ongoing process through 2024
- » Create an appropriate, comfortable, and safe physical space and environment that respects students' confidentiality needs
- » Increase institutional gift aid and strategically award annual and endowed scholarships and grants to reduce student debt
- » Explore the availability and feasibility for different programs and courses to lower the cost of learning resource materials, which may reduce student expenses, and ultimately debt, i.e. alternatives to purchasing textbooks

**Owners of this initiative:** Director of Financial Aid, Cashier's Office, Librarians and Faculty, Marketing, Advancement

**Measuring our success:**

- » A user-friendly, transparent, informative, and helpful financial information webpage including educational modules exists by Spring 2022
- » Financial literacy education has been delivered via technology through 2024

- » An appropriate, comfortable, and safe physical space and environment in the Financial Aid Office exists by July 2022
- » Student financial aid increases and student debt decreases through a comprehensive capital campaign by Fall 2024
- » Student expenses are decreased through alternatives to purchasing textbooks by Fall 2023

**Goal #3 Strengthen Infrastructure.**

Marywood will embrace sustainable technologies and infrastructure by actively engaging in environmental sustainability initiatives and by continually improving campus technology and technology training. Within the context of the evolving campus master plan, the University will strive to provide campus space and buildings that are compliant, user friendly, biophilic, and safe.

**Strategic Initiatives and Action Plans:**

*A. Actively support and seek opportunities for environmental sustainability initiatives.*

- » Expand and improve the university-wide recycling plan
- » Work with SGA to register for and compete in RecycleMania
- » Explore resources needed to increase the number of LEED buildings on campus
- » Incorporate biophilic design in campus buildings where possible
- » Regain and celebrate Arboretum status
- » Explore, design, and implement additional renewable energy sources
- » Survey refillable water stations on campus; explore grants and funding possibilities; install water stations in every building
- » Annually partner with SGA on sustainable projects

*Owners of this initiative:* Director of Buildings and Grounds, Director of the School of Architecture, Director of Student Engagement

*Measuring our success:*

- » An expanded/improved recycling plan is in place by June 2021
- » Students compete in RecycleMania by Fall 2021
- » Resources for additional LEED buildings have been explored by December 2023
- » Biophilic design review has been completed by Fall 2022
- » Arboretum status has been regained by December 2023
- » Additional renewable energy sources have been explored in 2021 and implemented by 2024
- » Water stations have been installed in every building by July 1, 2024
- » An annual sustainable projects partnership with SGA is in place beginning in Fall 2021

*B. Assess, improve, and update training and equipment to meet current and future demand.*

- » Create a five-year plan to meet best practices in academic technology across campus
- » Implement a five-year wireless upgrade plan
- » Implement a rolling five-year replacement plan for all current computers
- » Evaluate, design, and implement an improvement plan for the underground infrastructure and upgrade where necessary
- » Expand and develop cybersecurity compliance and training that includes student participation
- » Develop a Continuity of Operations Plan (COOP); review and update annually

*Owners of this initiative:* Director of IT, Technology Advisory Committee, Director of Buildings and Grounds

*Measuring our success:*

- » Academic technology will meet best practices by the end of 2025
- » Our students rank Marywood as providing excellent technology support by Spring 2025.
- » The initial five-year rolling plan to replace computers has been fully implemented by Summer 2024

- » Underground infrastructure evaluations have been completed by Summer 2021; upgrades are in process 2022-2024
- » Cybersecurity training and compliance are in place by the end of 2021
- » Annual COOP Reviews begin in Fall 2021

*C. Improve and enhance our physical spaces.*

- » Evaluate all campus spaces for ADA compliance; make recommendations; implement changes
- » Evaluate spaces utilized by Marywood and outside communities, such as the Performing Arts Center & Athletic facilities; assess for health and safety concerns; create any remediation plans necessary
- » Redesign academic spaces to support world-class student experiences across campus

*Owners of this initiative:* Director of Buildings and Grounds

*Measuring our success:*

- » ADA compliance has been evaluated and feasible changes made by Fall 2021
- » Health and safety assessments and follow-up remediation have been completed by Fall 2021
- » Evaluation and redesign of academic spaces have been completed by Fall 2024

**Goal #4: Provide Excellent Service and Transparent Communication.**

We will continue to nurture a culture of excellent and improved constituent service experience for all the university's stakeholders. There will be a particular focus on current and prospective students. Marywood will employ renewed and effective modes of internal and external communications including targeted marketing and recruitment strategies that will assist in student enrollment. We will strive to enhance and improve intra-campus sharing and collaboration.

**Strategic Initiatives and Action Plans:**

*A. Continue to provide an exemplary constituent service experience for all stakeholders.*

- » Identify customer service training modules to ensure that exemplary constituent service is consistent across campus
- » Identify selected university services and/or offices to participate in a pilot study to evaluate the training modules
- » Assess the efficacy of the pilot study, review and revise training modules as indicated, and begin to implement the customer service program campus wide
- » Evaluate the success of the campus-wide program through surveys, focus groups, and one-on-one conversations with constituent groups and revise training program as needed
- » Adjust and standardize training and protocols to ensure that a consistent level of excellence in constituent service, through regular training, is provided to all stakeholders of the university
- » Standardize information and collateral training materials to ensure a consistent level of excellence in constituent service by all campus vendors
- » Continue to develop communication and collaboration mechanisms to increase the number of partnerships across campus between alumni engagement and key areas (academic affairs, student engagement, admissions, and career development) that result in meaningful alumni volunteer opportunities and alumni satisfaction
- » Continue to ensure that constituent messaging is aligned with Marywood's brand.

*Owners of this initiative:* Human Resources, Fiscal Services, Alumni, Marketing

*Measuring our success:*

- » The initial customer service training modules have been selected by June 2021
- » The pilot study has been completed by October 2021
- » Pilot study results have been evaluated, training has been revised, and wide-spread campus training has begun by January 2022
- » A survey of constituents concerning their experiences with Marywood's renewed excellent customer service program has been conducted in Fall 2022

- » All campus vendors have been provided with information, training materials, and constituent service expectations by June 2021
- » The number of partnership-developed alumni volunteer opportunities/collaborations (speaking engagement, mentor program, etc.) have increased across key campus areas; the number of alumni engaged in such activities has increased
- » Brand training is provided in mid-2021

*B. Research, adopt, and implement effective modes of communication for internal and external audiences.*

- » Market and increase enrollment in the e2campus alert system for all constituents
- » Working within the current campus community/departments, evaluate, establish, and enhance partnerships with area businesses to identify and coordinate community collaboration opportunities
- » Develop methodologies for collecting and implementing suggestions for process improvements on the Marywood intranet
- » Perform regular evaluation and assessment of external communications' content, methodology, and frequency in order to consistently position and expand the university's branding and footprint in an evolving marketplace

*Owners of this initiative:* Campus Safety, Human Resources, Marketing

*Measuring our success:*

- » Enrollment in e2campus has increased by 15% each year through 2023
- » The university's partnerships with area businesses have been reviewed and expanded by December 2021
- » Methodologies for collecting and implementing suggestions for process improvements have been developed by Spring 2022
- » The first external communications efficacy assessment has been completed by June 2021

*C. Evaluate and improve intra-campus information sharing and collaboration.*

- » Analyze university processes to determine and benchmark campus workflow and notification systems and parameters
- » Identify, mitigate, and remedy areas of communication shortfalls on campus
- » Set goals and improve standards for exemplary communication processes throughout the campus
- » Make the MarywoodYou portal the single system sign-on for faculty and staff
- » Utilize the MarywoodYou portal to target and communicate information to specific campus constituents
- » Research, develop, implement, and enhance a comprehensive, campus-wide orientation and on-boarding process for new employees in order to impart the culture, mission, processes, and excellence in constituent services mindset at Marywood University

*Owners of this initiative:* Information Technology, Human Resources

*Measuring our success:*

- » Workflow and notification systems have been determined by June 2021
- » Existing shortfalls and breakdowns have been remedied by Fall 2021
- » Improved communications standards have been set by October 2021
- » MarywoodYou portal becomes the single system sign-on by June 2021
- » Messaging via the portal for specific campus constituents has been implemented by June 2022
- » The new employee orientation and on-boarding has been implemented by January 2022

**Goal #5: Strategically Allocate Resources to Achieve Long Term Institutional Growth.**

In support of the Marywood mission, we will further enhance our operational capacity and fortify our position by augmenting our current resources. We will do this by: making investments in our personnel through the provision of equitable compensation and continuous professional development; tactically addressing capital priorities, building and infrastructure renovations, and technology initiatives to ensure a more robust campus environment; securing new sources of revenue; and building the philanthropic support needed to help propel Marywood into its second century.



**Strategic Initiatives and Action Plans:**

*A. Invest in and implement targeted tactics for recruiting new markets/populations attracted to Marywood Programs.*

- » Develop at least two new experiences such as middle/high school programs, summer immersion programs, camps, or clinics annually
- » Host three high school-level academic competitions annually
- » Implement new/additional cooperative agreements with community colleges and high schools to offer pathways for students to pursue a Marywood education annually
- » Continue to retain an enrollment consultant to assist with identification of current and expanding of areas for enrollment market growth
- » Review and revise the existing and evolving comprehensive marketing plan to solidify current market area and to identify key areas for possible growth

*Owners of this initiative:* Vice President for Enrollment Services & Student Success, Provost, Director of Admissions, Deans

*Measuring our success:*

- » At least two new middle/high school programs, summer immersion programs, camps, or clinics are conducted annually beginning in 2021; annual prospective student participation goals will be set going forward
- » Three high school-level academic competitions are hosted annually beginning in 2022; annual prospective student participation goals will be set going forward
- » At least two new/additional cooperative agreements with community colleges and high schools are established annually; annual prospective student participation goals will be set going forward
- » Our enrollment consultant assists with identification of areas of market growth by June 2021
- » Our comprehensive marketing plan is regularly reviewed and revised, identifying areas of growth, by September 2021

*B. Recruit and retain the best talent who further advance the Marywood mission.*

- » Evaluate and modify job descriptions to match the University's needs
- » Establish peer benchmarks for salaries to achieve equity congruent with those of peer and local institutions
- » Develop and implement a plan to allocate resources over the next five years to meet the established peer benchmarks for salaries
- » Develop and implement a Performance Evaluation Program that includes a merit component and allows for salary increases

*Owners of this initiative:* Director of Human Resources, Area Vice Presidents, Area Directors

*Measuring our success:*

- » 100% of job descriptions have been evaluated and modified as appropriate in each Division by 2023
- » Peer benchmarks for salaries are established by 2021
- » A Peer Benchmark Salary Resource Allocation Plan has been developed and implemented beginning in 2021 and completed by 2024
- » A Performance Evaluation Program (with merit component and salary increases) has been developed and implemented by 2023

*C. Provide professional development opportunities for all employees.*

- » Assess professional development training needs across campus and provide internal professional development training programs
- » Allocate funding for a professional development resource pool
- » Develop a mechanism for allocation to address needs not met by the internal professional development programs

*Owners of this initiative:* Human Resources, Area Vice Presidents, Area Directors

*Measuring our success:*

- » Professional development training needs assessment is completed in 2021; an internal professional development training program has commenced in 2022; 100% of employees have participated in the internal professional development training program in a three-year cycle
- » Funding has been allocated for a professional development resource pool in 2021
- » The mechanism for allocation of the professional development resource pool has been implemented by 2023

*D. Inspire additional financial support from private donors and government entities.*

- » Engage the campus community in a comprehensive fundraising campaign that supports specific capital and programmatic funding priorities
- » Expand partnerships with businesses that result in financial and other support for the University
- » Increase engagement with local community and elected officials to assist with government grant opportunities and to advocate for the support of private higher education
- » Provide technical resources to facilitate increased submission of faculty- and staff-developed external grants
- » Establish and implement a program that funds student business ideas/pursuit of patents with a portion of profits returned to the University to support additional University innovations

*Owners of this initiative:* Vice President for University Advancement, Senior Director of Development, Director of Alumni Engagement, Provost, Deans, Grants and Sponsored Programs

*Measuring our success:*

- » Faculty and staff across campus have participated in the pursuit of public/private funding opportunities in support of a comprehensive fundraising campaign by 2022; a baseline for participation numbers will be set going forward
- » New partnerships have been established with businesses by 2022; a baseline and annual goals for the number of new partnerships will be set going forward.
- » Revenue from businesses has increased by 2022; a baseline and annual goals will be set going forward
- » The number of outreach visits/communications to local community and elected officials for the purposes of grant support or higher education policy advocacy has increased; a baseline and annual goals for outreach visits/communications will be set going forward
- » Submission of faculty-developed external grants has increased; a baseline and annual goals will be set going forward
- » A program for student business idea/patents has been developed and executed by 2023; a baseline and annual goals for student participation will be set going forward

*E. Continue to allocate appropriate funding for capital priorities.*

- » Develop and implement a process that strategically prioritizes the allocation of resources for capital priorities and technology projects annually
- » Develop a three-year budget cycle for capital priorities and technology projects and modify it annually, as needed
- » Strategically allocate funds to reduce total cost of capital priorities (facilities and technology)

*Owners of this initiative:* Director of Buildings and Grounds, Director of Information Technology, Controller

*Measuring our success:*

- » An annual process for strategic allocation of capital priorities and technology projects has been developed by Spring 2021
- » A three-year budget cycle for capital priorities and technology projects has been developed and prepared in Spring 2021; modified annually, if needed
- » Funds have been strategically allocated to reduce the total cost of capital priorities (facilities and technology); costs have been reduced by 40% over the three-year budget period beginning in Spring 2021 and every three-year budget period thereafter

*F. Evaluate, redesign, and renovate learning spaces that promote academic excellence, collaboration, and campus beautification.*

- » Re-authorize the University's Space Advisory Committee
- » Evaluate physical space on campus to support active, experiential learning and program growth
- » Improve and enhance classroom spaces to provide a flexible learning environment that supports a world-class student experience
- » Co-locate health and wellness programs to facilitate interprofessional initiatives
- » Update and beautify the campus as a visual representation of the mission and vision of the university

*Owners of this initiative:* President, Director of Buildings and Grounds, Provost, and Deans

*Measuring our success:*

- » The Space Advisory Committee, appointed and active as of January 2021, routinely evaluates space requests and makes recommendations to University leadership thereafter
- » An annual process for evaluation of physical campus spaces using financial and usage metrics occurs by July 2021
- » Classroom spaces in need of upgrades have been identified by June 2021; upgrades have been completed according to a prioritized schedule in August 2022 and 2023
- » A multi-phased plan to co-locate health and wellness programs has been developed by June 2021; Plan Phase 1 has been executed by August 2022 and Plan Phase 2 by August 2023
- » Strategic projects to update and beautify campus have been identified by June 2021; update and beautification projects have been completed by August 2022; the identification and execution process is repeated annually

*G. Support innovative and forward-looking facility growth to ensure a vibrant campus that attracts and retains students, faculty, and staff.*

- » Enhance and revitalize the Nazareth Student Center to engage students in co-curricular and intergenerational experiences
- » Create Nazareth Plaza and Marywood Main Street to connect Marywood Heights across the heart of campus to the Liberal Arts Center
- » Provide a dedicated "club house" space for student clubs and groups
- » Design and create a state-of-the-art esports space in the Nazareth Student Center
- » Enhance athletics facilities to encourage co-curricular activities and the education of the whole person through competition and individual fitness
- » Update residence halls in support of student needs and expectations
- » Update and enhance on-campus dining facilities
- » Design and construct a welcoming and comprehensive student-centered Financial Aid, Registrar, and Cashier Services Area

*Owners of this initiative:* Director of Buildings and Grounds, Student Engagement, Residence Life, Athletics

*Measuring our success:*

- » Plans have been developed for Nazareth Student Center enhancements by July 2021; renovations have been completed by July 2023
- » A Plaza Construction Plan has been developed by December 2021; construction has been completed by September 2022
- » Club house space has been identified by June 2021; club house space has been created and is available for student use by December 2021
- » An esports space has been designed by March 2021; the completed space is occupied by teams by August 2021
- » A plan for athletic facilities' enhancements has been developed by August 2021; enhancements have been completed by August 2022
- » A plan to update Residence Halls has been completed and approved by December 2021
- » A plan for on-campus dining updates has been developed by June 2021; enhancements have been completed by July 2022
- » A design plan for a welcoming and comprehensive student-centered Financial Aid, Registrar, and Cashier Services Area has been developed by June 2021; construction of the new area has been completed by July 2022

**Goal #6: Expand Intergenerational Education on Campus.**

To further the aspect of Marywood University's mission to "educate global citizens to live responsibly in an interdependent world," we, as an academic community, will come to understand and integrate the educational, scholarly, and service aspects inherent in the satellite entities that reside on campus. We will see these entities as extensions of our academic work and welcome those who live and work in these entities as partners in our educational endeavors.

**AFRICAN SISTERS EDUCATION COLLABORATIVE (ASEC)**

**Strategic Initiative and Action Plans:**

- A. *Initiate opportunities for the Marywood community of faculty, staff, and students to learn about and participate in the work of ASEC in the ten sub-Saharan countries served by this collaborative and co-sponsored program.*
- » Foster the implementation of educational programs associated with student service trips to the ten sub-Saharan ASEC countries in order to broaden cultural, international, and service experiences for our students
  - » Create a larger pool of faculty who teach the foundational courses in the HESA (Higher Education for Sisters of Africa) program in order to ensure that Marywood maintains a commitment to the education of African religious and the ASEC mission
  - » Provide opportunities for the Marywood community to learn about the ASEC programs and services to African Sisters, as well as the statistical and professional outcomes of this 20+-year ministry
  - » Continue to provide additional support services in areas of IT, finance, board service, and inclusion in Marywood events, celebrations, and cultural opportunities

*Owners of this initiative:* ASEC Executive Director, Deans of the Colleges, University Librarian, Campus Ministry/Office of Service-Learning and Community Service, Committee for Interdisciplinary, Interprofessional, and Intergenerational Experiences

*Measuring our success:*

- » A service trip populated by faculty, staff, and students takes place in at least one of the 10 sub-Saharan ASEC countries each May beginning in 2022
- » The pool of faculty to teach in the HESA program has expanded by one additional member in each of the years of this strategic plan
- » At least one educational program is provided to the faculty and staff of the Marywood community annually to encourage appreciation and understanding of the international long-term effects of ASEC programs
- » Additional support services are provided in accordance with ASEC's mission and goals.

**FRICCHIONE EARLY LEARNING CENTER**

**Strategic Initiative and Action Plans:**

- B. *Realize the impact of the conversion of the Fricchione Day Care Center to an early learning center for pre-school children by emphasizing the educational aspect of childcare and integrating the programs offered by the early childhood education and service programs of the University.*
- » Move oversight of the Fricchione Early Learning Center from Human Resources to the Education Department
  - » Incorporate educational modules into all aspects of the Fricchione program, which will be written into the curriculum with targeted outcomes that can be evaluated and reported at the conclusion of each semester
  - » Provide regular opportunities for Marywood Early Childhood and Elementary Education and other students to participate as graduate assistants, observers, interns, and in other pre-professional roles that will prepare them to serve in the teaching profession
  - » Provide work study and service-learning opportunities for Marywood students at the Center
  - » Continue to provide additional support services in areas of finance, consultation, and inclusion in Marywood events, celebrations, and cultural opportunities

*Owners of this initiative:* Chair of the Education Department, Director of the Fricchione Early Learning Center, Campus Ministry/Office of Service-Learning and Community Service, Marketing

*Measuring our success:*

- » The Education Department oversees the Fricchione Early Learning Center by Spring 2021
- » End-of-semester reports of curricular and educational outcomes have been presented to the Education Department beginning with the Fall 2021 semester
- » At least one Marywood education student per semester will serve in a pre-professional role at the Fricchione Early Learning Center beginning in the fall of 2021
- » Service-learning and work study opportunities are provided for Marywood students in accordance with the Center's needs beginning in the fall of 2021
- » Additional support services are provided in accordance with the Center's mission and goals.
- » Marketing materials from the Center reflect the change in service to incorporate the educational component into the daycare setting by the fall of 2021

## MARYWOOD HEIGHTS

**Strategic Initiative and Action Plans:**

*C. Develop the concept of a University Based Retirement Community between Marywood University and Marywood Heights to the extent that both entities realize their interdependence and their role in the development of its success among other such university communities.*

- » Develop a relationship between the administrations of both the University and Marywood Heights at the inception of this plan so that communication is regular and beneficial to both parties
- » Be recognized as a University Based Retirement Community
- » Support the professional development of Marywood students by encouraging them to serve in pre-professional roles in various areas of healthcare and other disciplines across the university
- » Build relationships and provide needs-based service experiences at Marywood Heights for our students through Campus Ministry and other organizations
- » Provide certain benefits for the administration and staff of Marywood Heights in order to incorporate them into the Marywood community. This would include such things as a reduction in tuition for the individual, use of Pacer Points to purchase meals and other products sold on campus, use of services in the Learning Commons and Wellness Center, and other related amenities (this will commence after COVID restrictions are lifted from campus)
- » Invite and welcome residents of Marywood Heights to campus activities, such as concerts, theatrical performances, art exhibits, lectures, open forums, and other educational activities
- » Preserve and continue the Catholic identity of Marywood Heights by providing pastoral and sacramental services to the patients and residents

*Owners of this initiative:* Marywood Heights Administrators, Marywood Heights Coordinator of Volunteers, Marywood Heights Advisory Committee, Provost, Deans of the Colleges, University Librarian, Human Resources, Vice President of Mission and Ministry, Assistant Director of the Office of Service-Learning and Community Service, the Committee for Interdisciplinary, Interprofessional, and Intergenerational Experiences, and Chaplain

*Measuring our success:*

- » Regular communication occurs between the University and Marywood Heights by Fall 2021
- » Marywood University and Marywood Heights will be numbered among other University Based Retirement Communities by 2023
- » Marywood students regularly serve in pre-professional roles beginning in Fall 2021
- » Students will routinely interact with patients and residents both at Marywood Heights and on campus by spring 2022
- » Students engage regularly in service projects, internships, graduate assistant roles, and other educational experiences at Marywood Heights beginning in fall 2021
- » Certain benefits for the administration and staff of Marywood Heights are provided by Fall 2021

- » Marywood Heights Advisory Committee will report annually on the attendance of Marywood Heights administrators, staff, and residents at campus activities, events, and other amenities beginning in spring 2022
- » In-service programs about the mission and ministry of Marywood University, as well as the principles of Catholic Social Teaching, are offered to the community of Marywood Heights at least once a year beginning in academic year 2021-2022

#### **NATIVITYMIGUEL SCHOOL OF SCRANTON**

##### **Strategic Initiative and Action Plans:**

*D. Collaborate with the NativityMiguel School of Scranton in order to strengthen and support their mission while providing Marywood University students opportunities to offer service and to develop professional and interpersonal skills by tutoring, making presentations, partnering in civic projects and initiatives, and as aides and student teachers.*

- » Ensure effective communication to the administration and staff of NativityMiguel School of Scranton regarding Marywood's events, celebrations, cultural opportunities, and other programs that strengthen the common bonds between these two entities
- » Develop a set of protocols to establish a process whereby students will be routinely scheduled to tutor, assist in classrooms, offer service, and, where appropriate, serve as student teachers
- » Promote Marywood University's relationship with the NativityMiguel School of Scranton
- » Marywood University will offer the NativityMiguel School opportunities to share the school's mission and work with our community

*Owners of this initiative:* Deans, University Librarian, Chair of the Department of Education, Executive Director and Principal of the NativityMiguel School of Scranton, Campus Ministry, Committee for Interdisciplinary, Interprofessional, and Intergenerational Initiatives

##### *Measuring our success:*

- » NativityMiguel administrators and staff are effectively informed of and invited to Marywood's events, celebrations, and programs that strengthen our common bonds by the fall of 2021
- » An organized, systematic set of protocols have been developed by the Marywood Chair of the Department of Education and the Principal of NativityMiguel School of Scranton by the fall of 2021
- » Marywood University promotes our relationship with the NativityMiguel School of Scranton in collaboration with the School
- » NativityMiguel personnel are invited to communicate their mission and activities so that we can support their work

#### **THE OFFICE OF MILITARY AND VETERAN SERVICES**

##### **Strategic Initiative and Actions Plans:**

*E. Provide resources to bolster and strengthen the Office of Military and Veteran Services in order to retain the status of this program, to attract new students, and to assimilate them into the life of the University.*

- » Develop a three-year strategic plan for the Office of Military and Veteran Services
- » Research and implement effective tools and methods for recruiting and retaining active military members and veterans
- » Provide assistance to active military members and veterans in non-academic ways in order to support them in completing their degree work
- » Engage active military members and veterans to participate in university programs and events in order to encourage their inclusion in the life of the university
- » Increase awareness of the role of the Office of Military and Veterans Services and the Student Veterans Alliance in supporting student veterans

*Owners of this initiative:* Director of the Office of Military and Veteran Services, Assistant Provost for Student Success, Counseling Department, Committee for Interdisciplinary, Interprofessional, and Intergenerational Experiences, Marketing

*Measuring our success:*

- » A three-year strategic plan for the Office of Military and Veteran Services has been presented to the Provost by fall 2021
- » Veteran enrollment increases by 5% annually for three years beginning in fall 2022 and retention rates comparable to the overall student population are maintained
- » Veterans are supported by services and programming related to their needs across the university by spring 2022
- » Veterans are engaged in university programs and events and integrate with traditional students by fall 2021
- » Through increased visibility of the Student Veterans Alliance and the programming of the Office of Military and Veterans Services, the Marywood Community has increased awareness of their roles in supporting student veterans