

## **Preamble to the Strategic Plan 2016-2021**

Marywood University is a comprehensive, Catholic university, providing undergraduate, graduate and doctoral degree programs, and adult continuing education. Established in 1915 by the Sisters, Servants of the Immaculate Heart of Mary, the University is committed to enriching human lives through ethical and religious values and a tradition of service. Motivated by a pioneering, progressive spirit, Marywood provides a framework for educational excellence that enables students to develop fully as persons and to master professional leadership skills necessary for meeting human needs.

Marywood University has a long and rich tradition of strategic planning framed and guided by the University's Mission and Core Values. Work on the 2016-2021 Strategic Plan began in August, 2015 with a presentation by Madeline F. Berlin entitled: Launching the Strategic Plan 2016-2021. The interactive session gave administration, faculty, and professional staff the opportunity to identify topics/issues that should be included in the strategic plan. The process was replicated with groups across campus including support staff, students, alumni, and the Board of Trustees. Approximately 500 people were included in the process. Some common themes that emerged from the various groups include: increasing flexibility in course delivery (e.g. online, evening/weekend offerings); strengthening recruitment, enrollment and retention efforts; and increasing articulation agreements. The strategic planning process seeks input from every constituency; the resulting Plan is a synthesis of that input.

### **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.

### **Core Values**

In support of the mission, the Marywood University community actively espouses five core values:

#### ***Catholic Identity***

The pursuit of truth, goodness, beauty, justice, and the common good within the context of the Catholic faith tradition and in dialogue and service with persons of diverse faiths and worldviews

#### ***Respect***

Honoring the uniqueness and dignity of each human person; demonstrating ethical and just interactions; and caring for the earth and all creation through a commitment to sustainability

#### ***Empowerment***

Access to education that enables all to achieve their full potential to live as conscientious citizens in a pluralistic society

#### ***Service***

A commitment to promoting social responsibility which fosters community engagement to meet real needs

## ***Excellence***

Manifesting Marywood University's pursuit of the highest level of achievement in support of *Sanctitas, Scientia, Sanitas*

### **University Goals**

1. Provide a values based context for university experiences
2. Foster an awareness and appreciation of the pluralistic nature of contemporary society
3. Provide a supportive and welcoming environment to a diverse academic community
4. Prepare people for socially responsible leadership roles
5. Provide a challenging instructional program
6. Inspire a sense of personal responsibility for responding to social justice issues

### **STRATEGIC PLAN GOALS AND OBJECTIVES 2016 – 2021**

#### **GOAL 1: Align resources to achieve and maintain long-term fiscal sustainability and environmental stewardship**

- A. Develop a plan to ensure fiscal stability of the institution over the next five years and beyond
- B. Improve financial position through revenue enhancement activity
- C. Develop strategies for recruitment, enrollment, retention, and timely graduation of undergraduate and graduate students
- D. Develop strategies and processes for seamless transition for students transferring into Marywood
- E. Improve the quality and efficiency of the physical and environmental infrastructure.
- F. Develop strategies to track employment, provide networking opportunities, and meet the ongoing educational needs of alumni
- G. Promote and market campus and curricular environmental sustainability efforts

#### **Goal 2 Create a university-wide planning process that strengthens the alignment of area goals with the University Strategic Plan and resource allocation**

- A. Develop three – five year operational plans for all academic and non-academic areas of the University
- B. Increase communication in the budget process to include input from all departments across the University
- C. Expand, promote, and appropriately allocate resources for academic and non-academic programming

#### **GOAL 3: Create both academic and physical infrastructure to provide a learning environment that enables graduate and undergraduate students to succeed academically and professionally.**

- A. Complete the Middle States self-study process with a positive outcome

- B. Enhance the quality of the Marywood educational experience
- C. Analyze committee and existing structures to identify and implement changes that can be made in order to facilitate improved communication and sharing of information among all constituencies on campus.
- D. Enhance and promote Marywood University's academic reputation
- E. Continue to expand research opportunities for faculty and students
- F. Improve physical environment for delivering instruction, conducting research, and accommodating all learning styles
- G. Provide support for faculty for developing and implementing online/hybrid courses and programming

**GOAL 4: Create a culturally diverse and global educational experience to educate graduate and undergraduate students to live responsibly in a diverse and interdependent world.**

- A. Increase the number of culturally diverse students, faculty and staff
- B. Create a culture that strengthens cultural competence through dialogue, experiences, programming and mutual understanding
- C. Continue to increase opportunities for study abroad, state-side/domestic, and other cultural exchange experiences for undergraduate and graduate students and faculty.
- D. Expand current infrastructure to better support the academic and social needs of non-traditional, diverse, and international students
- E. Increase national and international internship and career placement opportunities for students