

Strategic Plan 2025 - 2030

Recruitment and Retention

GOAL 1: Enrollment growth of students on campus, domestic and international, graduates, and veterans.

- A. We will forge new pathways through robust partnerships—with government agencies, local and national businesses, international institutions, and community organizations—while deepening our commitment to veterans and their families. Every academic and athletic program will share responsibility in elevating enrollment. The Marywood University School of Architecture (MUSOA) is setting a bold target of reaching 500 students by 2030—a goal that reflects our collective confidence and capability.
- B. Marywood is committed to bold, strategic enrollment expansion—on campus, across the country, and around the world. Our mission calls us to reach more students: domestic and international, traditional and non-traditional, graduate and undergraduate, transfer and veteran. To that end, we are launching dynamic, data-driven recruitment initiatives that open untapped geographic markets, strengthen partnerships with high schools and community colleges, and attract adult learners seeking career advancement or transformation.
- C. To ensure seamless access for all prospective students, we are refining processes for admissions, embracing innovative digital marketing, and revitalizing our brand strategy.

GOAL 2: The retention of all students from matriculation to post graduation.

- A. Student success is not only about access—it's about persistence, belonging, and purpose. Marywood's new, university-wide retention plan is grounded in the student-centered values that define our culture. It is designed to guide students from their first moments on campus through graduation and beyond.
- B. Our first-year experience will be reimagined through a powerful collaboration led by the Office of the Student Experience, ensuring each student begins their journey with purpose, connection, and clarity. Holistic academic support initiatives will be launched to meet students where they are—challenging and supporting them toward success.
- C. To strengthen the full continuum of learning, we will streamline the transition from undergraduate to graduate studies within Marywood, creating clear, accessible pathways for students to continue their academic journey with us.

Academic Innovation

GOAL 1: Rigorous portfolio reviews and market analyses that will dictate the innovation we seek.

- A. At Marywood, academic innovation is not an option—it is a mandate. To remain at the forefront of higher education, we are undertaking a rigorous, continuous review of our academic portfolio, driven by real-time market intelligence, labor trends, and industry collaboration.
- B. Our Deans, in partnership with faculty and external advisors, will lead the charge in designing bold, future-focused academic programs that anticipate workforce demands and inspire intellectual discovery. Simultaneously, we will revitalize existing programs to ensure relevance, excellence, and long-term impact.

- C. This commitment to academic transformation will be fueled by a robust ecosystem of data, strategic insight, and creativity. We will expand and diversify our online offerings, creating flexible, high-quality alternatives that meet the needs of today's learners—whether traditional students, working professionals, or global citizens seeking purpose-driven education.

GOAL 2: Making Academic Innovation Happen

- A. Innovation is only as impactful as its implementation. At Marywood, we are committed to transforming our curricula with purpose, urgency, and vision. Our academic programs will undergo systematic modernization on an annual basis—ensuring that what we teach evolves in step with the world our students are preparing to lead.
- B. At the heart of this transformation is our mission. The seven social principles of Pope Francis' Laudato Si' will be embedded across the curriculum, inspiring students to see themselves not only as learners—but as ethical leaders and global citizens. Through this integration, students will confront real-world challenges and explore their responsibilities within a complex, interconnected world.
- C. We will also launch a meaningful, integrative first-year academic initiative that lays the foundation for every Marywood student's journey. This initiative will not only introduce students to our Catholic identity and mission, it will equip them with the critical thinking, communication, and self-reflection skills necessary to thrive both in college and beyond.

Student Experience

GOAL 1: Co-curricular and extracurricular services to complement the academic journey of Marywood students.

- A. At Marywood, education extends far beyond the classroom. We are committed to delivering a student experience that is immersive, meaningful, and deeply transformative, preparing our students for success in their careers as well as for leadership in a complex, rapidly evolving world.
- B. We will expand access to experiential learning, through internships, service-learning, research, and immersive co-curricular programs, empowering students to apply their knowledge, cultivate real-world skills, and engage in ethical decision-making. Our students will be equipped to navigate technological innovation, harness the power of artificial intelligence, and remain agile in an increasingly digital workforce.
- C. Career readiness will be embedded into the fabric of the Marywood experience. Career Services will coordinate a comprehensive and collaborative initiative across campus to integrate classroom learning with professional preparation, leadership training, and skill development.
- D. Guided by our Catholic mission, the Office of Mission Services will offer meaningful outreach opportunities that challenge students to serve with compassion, explore the deeper questions of our time, and become agents of social change.

GOAL 2: Complementary healthcare services to enhance the student experience

- A. A transformative student experience must be rooted in care. Marywood will partner with a respected regional healthcare provider to establish an on-campus health and wellness center that serves both students and the broader community.

Institutional Stewardship

GOAL 1: Optimization of all revenue streams

- A. Marywood University is committed to building a financially resilient future—one that empowers us to deliver on our mission with strength, agility, and vision. To achieve this, we will strategically optimize all revenue streams while embracing innovation and collaboration at every level.
- B. To elevate our role as a cultural and intellectual hub, we will expand corporate sponsorships and community partnerships that support programming, events, and initiatives—showcasing Marywood’s vibrant spirit and reinforcing our place as a leader in the region and beyond.
- C. A comprehensive, campus-wide grant strategy will be developed—anchored in data, aligned with institutional priorities, and powered by cross-disciplinary partnerships. We will aggressively pursue external funding opportunities to support academic innovation, research, community engagement, and capital improvements.
- D. In alignment with the environmental principles of Laudato Si’, we will increase operational efficiency, reduce energy use, and promote sustainable stewardship of our physical campus. This commitment to sustainability is not only ethical—it is strategic, reducing costs while modeling responsible leadership for our students.
- E. Philanthropic support will be boldly reimagined. We will cultivate a new generation of donors—especially among our alumni—who are inspired to invest in Marywood’s future. These partnerships will play a vital role in transforming campus facilities and advancing academic excellence.
- F. Regular academic program reviews and rigorous profit-and-loss analysis will help identify opportunities for resource reallocation and revenue growth. And as our recruitment and retention efforts bear fruit, increased student demand, particularly for on-campus housing, will generate a stronger, more reliable financial foundation.

GOAL 2: Investment in Marywood’s people

- A. At Marywood, our greatest asset is our people. Faculty, staff, and administrators are the lifeblood of our mission—the leaders, mentors, and visionaries who shape lives and transform futures. To honor their commitment, we will make a bold and deliberate investment in their growth, well-being, and success, and celebrate their accomplishments.
- B. Marywood will implement a comprehensive, equitable compensation strategy that reflects the full value of our employees’ contributions. This plan will include competitive base pay and benefits, and a system of merit-based raises and incentives—ensuring that excellence is not only expected, but recognized and rewarded.
- C. Grounding all of this is our enduring Catholic identity. Through the creation of a new annual “Mission First” retreat series, led by Mission Services, we will deepen our shared understanding of Marywood’s core values. These retreats will offer all employees the opportunity to reflect, reconnect, and recommit to the transformative work we do—anchored in faith, community, and purpose.

GOAL 3: Synchronize Facilities Growth with the Goals of the Three Parallel Pillars

- A. As we look ahead to 2030, we will ensure that the physical growth of its campus directly supports its academic mission, financial stewardship, and student-centered values. We will focus on synchronizing facilities development with the university’s three parallel strategic pillars.

PAST INITIATIVES

- 2021 - 2025 : Strategic Plan
- 2017 - 2020 : Strategic Plan
- 2016 - 2021 : Strategic Plan Goals and Objectives
- 2010 - 2015 : Strategic Plan