



STRATEGIC PLAN 2026–2030 MISERICORDIA UNIVERSITY



MERCY. SERVICE. JUSTICE. HOSPITALITY.

OUR MISSION:

Misericordia University, a Catholic liberal arts institution founded in the tradition of the Sisters of Mercy, cultivates a transformational educational experience that promotes intellectual curiosity and critical thinking in a supportive and inclusive community, inspiring all students to engage in a life of service and global citizenship.

OUR VALUES:



MERCY *through*

Compassion



Love



Caring



SERVICE *through*

Selflessness



Sacrifice



Action



JUSTICE *through*

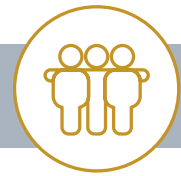
Fairness



Acceptance



Advocacy



HOSPITALITY *with*

Dignity



Respect



Openness

OVERARCHING VISION



✦ Transformation

✦ Innovation

✦ Collaboration

As Misericordia University concludes the highly successful *Mercy Thrives* plan one year early, we enter *Mercy Transforms* from a position of achievement and renewed purpose. This new plan launches at a decisive moment for small, private institutions in the Northeast, which face significant demographic pressures, including a projected **15 percent decline in traditional college age students between 2025 and 2029**.

These realities underscore the importance of proactive, mission driven planning. Completing *Mercy Thrives* ahead of schedule affirms that mission aligned strategy and disciplined execution have guided our work as a community and reinforced the enduring value of a Misericordia University education. Now, we stand ready

to adapt, evolve, and grow as we embark on our next 100 years of service and leadership.

Our strength is rooted in the vision of our founders, the **Sisters of Mercy**, who believed deeply in the transformative power of education grounded in compassion, personal attention, and service to others. Their legacy continues to guide Misericordia University and reaffirms our commitment to a caring, rigorous educational experience shaped by the Catholic liberal arts tradition. Through this shared community vision, we are empowered to pursue innovative, student centered, and evolutionary work. *Mercy Transforms* provides the framework to imagine a prosperous future and the strategic actions needed to achieve it.

In response to national trends and emerging complexities, we must think boldly—transforming our academic offerings to preserve quality and rigor while preparing traditional and non-traditional students for meaningful, fulfilling lives. We will seek out

partners to build mutually beneficial relationships that strengthen our workforce, serve our communities, and enhance quality of life. Above all, we reaffirm that students remain at the center of our work—challenged to reach their fullest potential and supported in ways that allow them to thrive. Guided by the charisms of **mercy, service, justice, and hospitality**, *Mercy Transforms* positions Misericordia University to honor its founders, elevate its mission, and shape a bold and transformational path forward for the next century.

At the same time, Misericordia recognizes the growing importance of artificial intelligence and other emerging technologies across all sectors of society. *Mercy Transforms* will guide the thoughtful, mission-aligned adoption of AI across both academic and administrative functions, enhancing teaching and learning, strengthening student support, improving operational effectiveness, and ensuring that innovation is always grounded in ethics, human dignity, and the values of mercy.

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STRATEGIC PILLAR 1



Transform Students Through Mission Centered Support

- Maximize opportunities for student success
- Strengthen early assessment
- Innovate advising systems
- Expand support for student athletes, high achievers, and leaders
- Enhance early alerts and midterm feedback
- Build an alumni affinity beginning at enrollment

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Misericordia University has long distinguished itself through a culture of care rooted in the values of the **Sisters of Mercy**, whose dedication to compassion, dignity, and holistic development remains central to our identity. Today's higher education landscape demands an expansion of this mission aligned support. National trends show that enrolling new, first-year students remains challenging, while retention pressures—driven by academic readiness, financial need, and wellness concerns—continue to mount. Misericordia has the energy and enthusiasm to transform and seize the opportunities that others see as challenges. We should set our sights on becoming nationally recognized for our ability to provide an academic and campus experience that maximizes opportunities for students to achieve. We can strengthen early assessment, improve advising systems, expand support for student athletes, high achievers, and leaders, as well as enhance early alerts and midterm feedback. Faculty and staff are encouraged to add other innovative methods and measures to enable our student-support efforts. Emerging tools, including artificial intelligence, will be explored to enable more proactive, personalized, and effective support throughout the student experience. This pillar reaffirms our founding belief that education transforms lives most powerfully when personal attention, social belonging, academic challenge, and Mercy values intersect. Building alumni identity from enrollment forward further completes the cycle of mission centered formation.

STRATEGIC PILLAR 2



Transform and Grow Partnerships

- Expand corporate, nonprofit, and governmental collaborations
- Build academic pathways into new markets
- Engage communities through service initiatives
- Strengthen alumni connection and influence

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Partnerships—regional, national, and global—are increasingly essential to institutional resilience and strategic growth. Misericordia is committed to an adaptable and dynamic future to help manage change and workforce expectations. And, we can do this through mutually beneficial relationships with employers, community organizations, government agencies, and other academic institutions. We can achieve greater alignment with the needs of our community, our nation, and the world by sharing resources, planning together, and synchronizing pathways for our students that benefit all involved. Through this pillar, Misericordia will expand corporate, nonprofit, and governmental collaborations; build academic pathways into new markets; engage communities through service initiatives; and strengthen alumni connection and influence. These partnerships extend the founding spirit of the Sisters of Mercy—who built networks of service, compassion, and education across communities—and ensure that our mission continues to shape lives far beyond campus.

These efforts will include developing partnerships that inform the responsible and innovative use of emerging technologies, including artificial intelligence, across industries and institutional operations.

STRATEGIC PILLAR 3



Transform Our Academic Offerings

- Relocating and elevating the College of Business
- Creating new degrees and credentials in all of our Colleges aligned with high demand sectors
- Expand graduate and postbaccalaureate offerings
- Preparing students for an AI-driven future
- Thoughtfully integrate artificial intelligence into teaching and operations

**ACADEMIC
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NEXT CENTURY.**

Academic innovation is central to charting Misericordia's next century. This has been key to our success in recent years. As institutions nationwide adjust programs in response to demographic shifts, changing student expectations, and emerging workforce needs, many are expanding short term credentials, flexible pathways, and new fields of study, while enhancing traditional offerings. This pillar positions our faculty and staff as ambitious innovators and will enable Misericordia to advance its educational mission through a strategic vision for academic programs over the long term. These include, but are not limited to, relocating and elevating the College of Business, creating new degrees and credentials in all of our Colleges aligned with high-demand workforce sectors, expanding graduate and post baccalaureate offerings, and preparing students for an AI-driven future, while also advancing the University's capacity to thoughtfully integrate artificial intelligence into teaching, research, and administrative practices. Building programs that integrate technological fluency with compassion, ethical reasoning, and service aligns directly with the legacy of the Sisters of Mercy and differentiates Misericordia as both academically forward looking and deeply mission grounded.

MISERICORDIA UNIVERSITY





MISERICORDIA UNIVERSITY®

Founded by the Sisters of Mercy