



**COLLEGE OF HEALTH SCIENCES
AND EDUCATION
STRATEGIC PLAN 2026–2030**

MISERICORDIA UNIVERSITY



A MESSAGE FROM THE DEAN

The College of Health Sciences and Education stands at a pivotal moment. As healthcare and education systems continue to evolve, so too must the professionals who lead them. Grounded in the Mercy tradition of Misericordia University, we embrace a future defined by innovation, collaboration, service, and human connection.

This strategic plan reflects a shared vision developed through faculty, staff, and leadership engagement. It establishes a roadmap for strengthening student success, expanding community impact, advancing academic excellence, fostering well-being, and investing in the people who make our mission possible. This plan aligns with the university strategic plan *Mercy Transforms* with two additional pillars that focus specifically on the needs of the College of Health Sciences and Education.

Together, we will prepare the next generation of educators, healthcare professionals, advocates, and leaders who will transform lives and strengthen communities.

Lisa May Norton, Ed.D. Dean, College of Health Sciences & Education

MERCY TRANSFORMS

Misericordia University's Strategic Plan 2026-2030

Misericordia University enters its new university-wide strategic plan, *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 pressures on enrollment. 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.

The university's plan has three pillars or areas of focus.

Pillar 1 – *Transform Students Through Mission Centered Support*

Pillar 2 – *Transform and Grow Partnerships*

Pillar 3 – *Transform Our Academic Offerings*

The College of Health Sciences and Education (CHSE) plan is designed to support the university's overall plan through careful planning at the College level. The remainder of this document will guide you through the plan for CHSE for the next four years.

WHO WE ARE

OUR MISSION



Grounded in the charisms of the Sisters of Mercy, the College of Health Sciences and Education prepares career-ready professionals who advance health care, education, and advocacy.

We offer innovative academic programs that foster ethical practice, human connection, critical thinking, experiential learning, interprofessional collaboration, and community partnership—supporting well-being and lifelong learning for the broad communities we serve.

OUR VISION



We will lead mission-driven transformation in healthcare and education through exceptional, accessible professional learning and evidence-based innovation.

We will empower workforce-ready graduates and lifelong learners to serve and advocate with mercy, justice, service, and hospitality—grounded in human connection and person-centered and community care.

OUR CORE VALUES

Mercy & Compassion

We honor the dignity, humanity, and lived experience of every individual.

Justice, Equity & Advocacy

We promote equitable opportunities and champion ethical leadership and social responsibility.

Hospitality, Service & Community

We create environments of belonging and strengthen communities through meaningful partnerships.

Excellence, Integrity & Professionalism

We uphold the highest academic and professional standards through ethical practice and accountability.

Learning, Collaboration & Growth

We embrace innovation, interdisciplinary collaboration, discovery, and lifelong learning.





OUR STRATEGIC FRAMEWORK

Our aspiration for 2030

By 2030, the College of Health Sciences and Education will be recognized as a premier regional leader in healthcare and education workforce development—known for exceptional student outcomes, transformative learning experiences, impactful community partnerships, and a culture rooted in Mercy, Service, Justice, and Hospitality.

FIVE STRATEGIC PILLARS

- 1. Student Success & Transformative Learning***
- 2. Community Impact & Strategic Partnerships***
- 3. Innovation, Scholarship & Academic Excellence***
- 4. Culture of Care & Well-Being***
- 5. Faculty & Staff Success, Leadership & Sustainability***

Together, these pillars advance the College's commitment to professional preparation, community engagement, interprofessional collaboration, workforce development, and lifelong learning.

STRATEGIC PILLAR 1



Student Success & Transformative Learning

GOAL

Elevate student success through transformative learning experiences that empower graduates to lead, serve, and thrive in an increasingly complex world.

FOCUS AREA STUDENT RETENTION & PERSISTENCE

KEY PRIORITIES

- Increase retention across all CHSE programs, with special focus on undergraduate, Pre-DPT, and Pre-PA students.
- Strengthen collaboration between admissions, academic departments, and student support services.
- Expand peer mentoring opportunities connecting new and upper-level students.
- Foster a sense of belonging and holistic student development.
- Improve persistence, completion, licensure preparation, and professional readiness.

STRATEGIC PILLAR 2



Community Impact & Strategic Partnerships

GOAL

Strengthen our role as a catalyst for regional transformation by cultivating partnerships that advance healthcare, education, workforce development, and community well-being.

FOCUS AREA

COMMUNITY ENGAGEMENT & WORKFORCE DEVELOPMENT

KEY PRIORITIES

- Expand healthcare, education, and community partnerships.
- Increase clinical education and fieldwork opportunities.
- Strengthen pathways through articulation agreements and program-to-program collaborations.
- Increase engagement within rural and underserved communities.
- Secure external funding that supports community initiatives and workforce development.
- Strengthen relationships with employers to address regional workforce shortages.

STRATEGIC PILLAR 3



Innovation, Scholarship & Academic Excellence

GOAL

Advance academic excellence through innovation, scholarship, evidence-based practice, and emerging technologies that transform teaching, learning, and professional preparation.

FOCUS AREA ACADEMIC INNOVATION

KEY PRIORITIES

- Expand faculty development and mentoring opportunities including broader participation in CETL initiatives.
- Advance teaching excellence through evidence-based pedagogy.
- Enhance learning environments, laboratories, clinics, and simulation spaces.
- Implement ethical and effective AI integration across undergraduate and graduate programs.
- Promote scholarship, research, and interdisciplinary collaboration.
- Support innovation that improves student learning and professional preparation.

STRATEGIC PILLAR 4



Culture of Care & Well-Being

GOAL

Foster an inclusive, supportive, and compassionate environment that promotes holistic well-being.

FOCUS AREA EMPLOYEE & STUDENT WELFARE

KEY PRIORITIES

- Strengthen a Mercy-centered culture of support and compassion.
- Promote wellness initiatives for students, faculty, and staff.
- Improve communication, transparency, and collaboration.
- Balance workload expectations with institutional capacity.
- Streamline meetings and operational processes.
- Reduce barriers that impact success and engagement.
- Strengthen adjunct onboarding and support.

STRATEGIC PILLAR 5



Faculty & Staff Success, Leadership & Sustainability

GOAL

Invest in our people by cultivating leadership, supporting professional growth, and building a sustainable future.

FOCUS AREA FACULTY & STAFF SUCCESS PLANNING & RETENTION

KEY PRIORITIES

- Expand mentoring opportunities for faculty, staff, adjuncts, and emerging leaders.
- Strengthen onboarding and professional integration processes.
- Develop succession planning strategies across the College.
- Create systems that promote continuity and institutional knowledge.
- Increase access to professional development and leadership training.
- Pursue resources that support advanced education.
- Advocate for competitive compensation and benefits.

CHSE 2030

*The Future We Are Building.
By 2030, CHSE will continue
to be recognized for:*

EXCEPTIONAL STUDENT SUCCESS

Graduates who are career-ready, compassionate, and prepared for lifelong learning.

WORKFORCE TRANSFORMATION

Innovative programs that address regional healthcare and education needs.

COMMUNITY IMPACT

Sustainable partnerships that improve lives throughout our communities.

ACADEMIC DISTINCTION

Regionally recognized programs, scholarship, and evidence-based innovation.

A THRIVING COMMUNITY

A culture where students, faculty, and staff experience belonging, well-being, and support.

MERCY IN ACTION

Educational experiences grounded in service, justice, hospitality, and compassion.

Powered by Purpose. Proven in Practice.



MISERICORDIA
UNIVERSITY®
COLLEGE OF HEALTH SCIENCES
AND EDUCATION



MERCY



SERVICE



JUSTICE



HOSPITALITY

Founded by the Sisters of Mercy