

# INTO THE *future*

DEFINING WHAT'S NEXT

Marywood  
UNIVERSITY

2025 - 2030  
**STRATEGIC PLAN**



Dear Marywood Community,

It is with great pride and profound optimism that I introduce Marywood University's Strategic Plan for 2025–2030, *Into the Future* a bold roadmap for our next chapter, shaped by the wisdom of our past, the promise of our present, and the transformative vision we share for the future.

Since our founding in 1915 by the IHM Sisters, Marywood has embraced a mission of faith, education, and service. We educate our students through this vibrant mission, which calls us to welcome, support, and empower every individual who walks through our doors.

That same spirit of purpose guides us now. Marywood is, and has always been, a community where people of all races, backgrounds, beliefs, identities, and experiences are not only welcomed, but cherished. This commitment to inclusivity is who we are. Our intrinsic values, grounded in Catholic Social Teaching and the Catholic Intellectual Tradition, inform the way we teach, lead, serve, and grow.

This Strategic Plan captures that energy and builds on it. It is more than a framework for the future; it is a living promise to our students, faculty, staff, alumni, and partners to lead with boldness, to act with compassion, and to thrive together.

Our goals are ambitious. They must be. Our students deserve nothing less! With every initiative, we will expand opportunity, deepen impact, and grow stronger as a university.

To our faculty and staff: thank you for your unwavering dedication. To our alumni, friends, and partners: your support makes this vision possible. And, to our students: you are the reason we do this work. You inspire us every day.

The next five years will be a time of bold progress. I invite you to accompany us on this ambitious path, with hope and faith in all that Marywood can and will become.

With gratitude and anticipation,

A handwritten signature in white ink, appearing to read 'L. Lori', is centered on the dark green background.

**Lisa Lori, J.D.**

President of Marywood University









# Marywood has entered a *bold new era.*

This is not the first pivotal moment in our history but it is our moment, and it is filled with possibility.

From our humble beginnings in 1915, Marywood has never stood still. The IHM Sisters took a bold step into the unknown—and we’ve continued their legacy ever since, always striving toward a new horizon. That spirit of fearless progress is alive in us today and it will continue to guide us forward.





# BIGGER. *bolder* BETTER.

These are more than just words. They are the driving forces behind the vision of Marywood's thirteenth President, Lisa A. Lori, J.D., and the foundation of our Strategic Plan for 2025–2030.

This plan is a declaration of purpose. It charts a course toward a future that honors our past while embracing innovation and transformation. It is not content with the status quo. It dares us to imagine more—and to become more.

We are empowered by the people who carry forward the legacy, connecting the vision and determination of our founders with the heart and ambition of today's Marywood community. Together, we will realize a shared dream for what Marywood University can become in the first half of the twenty-first century.

This plan reflects our aspirations for a defining chapter in Marywood's history. It challenges us to move beyond routine and to serve with deeper purpose, because our students are at the center of everything we do. They come here to build lives of meaning. They deserve nothing less than our full commitment.

We embrace this mission with reverence for where we've been, a deep dedication to where we are, and a clear, unwavering vision for where we are going.





# INTO THE *future*







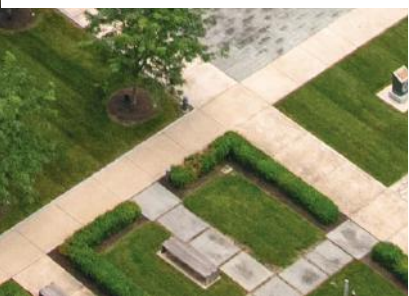
## *Marywood University is at the dawn of a new era.*

Grounded in more than a century of mission-driven education and emboldened by the resilience forged through recent challenges, we stand at the threshold of transformational growth.

With the appointment of our thirteenth President—the first lay leader since our founding in 1915—a new chapter has begun, marked by bold vision, inclusive leadership, and a renewed commitment to innovation, impact, and mission.

In late 2023, a university-wide conversation was launched—one that invited voices from every corner of campus and beyond. Students, faculty, staff, administrators, and trustees joined in collective reflection and forward-focused dialogue. This work continued over the course of the following two years, resulting in the Marywood University 2025–2030 Strategic Plan, a blueprint shaped by our shared aspirations and the pressing realities of a rapidly changing higher education landscape.

Four strategic pillars emerged as the foundation of this plan. Each one is rooted in our mission and designed to ensure that Marywood not only meets the future, but leads it.



## *Looking Ahead*

**What lies before us is not merely a plan, but a mandate—an invitation to shape the next great era of Marywood University.**

The goals and initiatives born from these four pillars are touchstones of transformation. They call us to act boldly, think expansively, and lead courageously.

As we step into this new chapter, we do so with purpose, unity, and unwavering faith in Marywood's mission. Together, we will ensure that Marywood's presence in the world is not only enduring, but increasingly influential, innovative, and inspiring.

# *The Four Pillars of Marywood University's Strategic Mandate (2025–2030):*

## **I. Recruitment and Retention**

To thrive, Marywood must reach and retain a broad student population. This pillar focuses on reimagining how we attract students at all academic levels and how we walk beside them throughout their Marywood journey. It is not enough to bring students to our campus; we must also ensure that they are seen, supported, and empowered to succeed. Recruitment and retention are two sides of the same coin, and both are essential to our sustainability and success.

## **II. Academic Innovation**

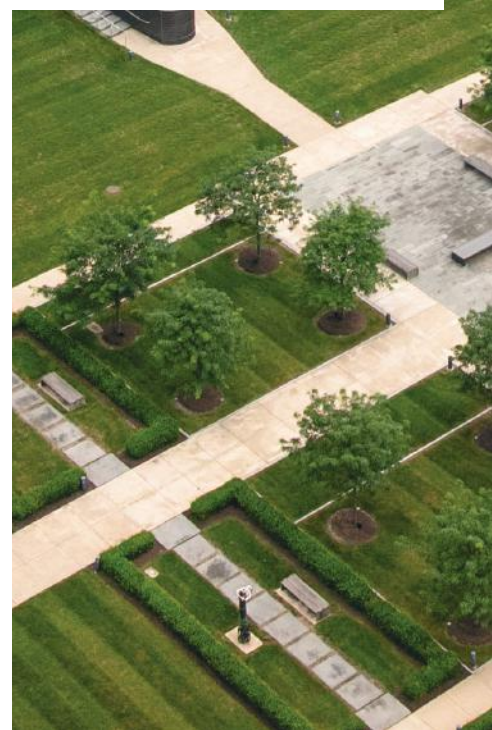
In a world where knowledge evolves rapidly and the needs of learners change by the day, innovation is imperative. Marywood's academic future will be marked by agility, creativity, and courage. We will develop new programs, invest in emerging disciplines, and harness technology to expand our reach and deepen our impact. This pillar ensures that our academic offerings remain relevant, rigorous, and aligned with the needs of the global workforce and society.

## **III. Student Experience**

Our students are not just learners. They are leaders in the making. The student experience at Marywood must reflect our deep commitment to educating the whole person: intellectually, socially, emotionally, and spiritually. From wellness to career services, from residence life to campus engagement, we will cultivate a student-centered environment where every student is empowered to thrive and inspired to lead with purpose.

## **IV. Institutional Stewardship**

No strategic plan can succeed without a strong foundation. This pillar represents our pledge to be wise stewards of our resources—fiscal, human, and physical. Through continuous assessment, data-informed decision-making, and mission-aligned investment, we will create the conditions for long-term stability and excellence. Stewardship is not just about sustainability; it is about trust, transparency, and accountability to those we serve.









# RECRUITMENT & *retention*

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



*Goal 1*



## Connection

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.

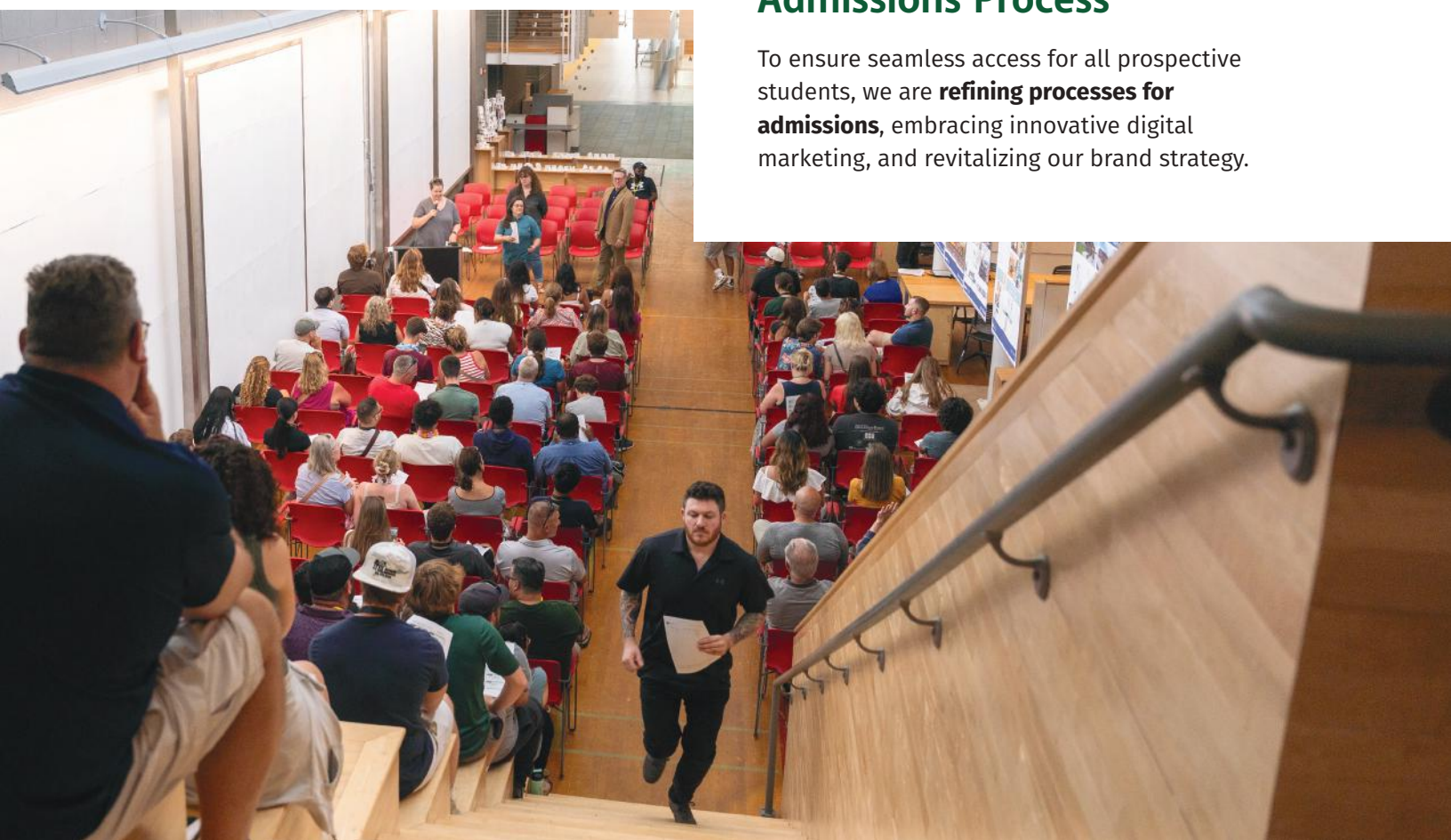
Every academic and athletic program will share responsibility in elevating enrollment. The Marywood University School of Architecture (MUSOA) is setting a bold target of **reaching 500 students by 2030**—a goal that reflects our collective confidence and capability.

## Our Mission

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.

## Admissions Process

To ensure seamless access for all prospective students, we are **refining processes for admissions**, embracing innovative digital marketing, and revitalizing our brand strategy.



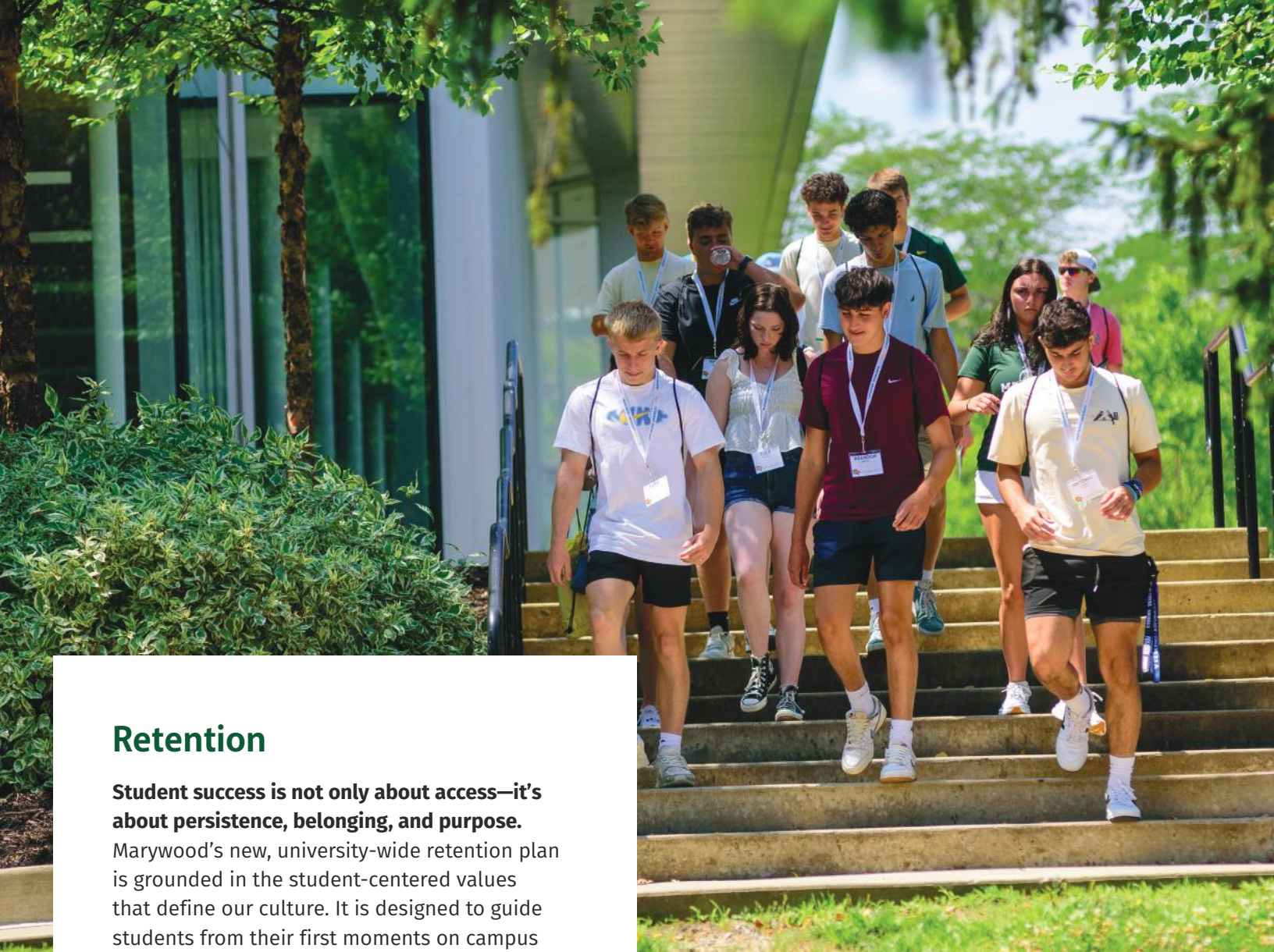
*From personalized campus visits to alumni engagement, every encounter with Marywood will be unforgettable and mission-driven—designed to welcome, inspire, and convert prospective students into lifelong members of the Marywood family.*



**The retention  
of all students  
from  
matriculation  
to post  
graduation.**







## Retention

**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.

## Support

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.

## Accessibility

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.

*Retention, to us, is more than persistence—it is transformation. And we will not rest until every student who begins at Marywood finds the support they need to thrive and reach their full potential.*



# ACADEMIC *innovation*

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

*Goal 1*



## Innovation

**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.



## Partnership

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.

## Transformation

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.



*Through this strategic lens, Marywood will cultivate an academic environment that is dynamic, mission-aligned, and relentlessly future-facing—empowering students to lead with knowledge, vision, and integrity in a rapidly evolving world.*



**Making  
academic  
innovation  
happen.**







## Purpose

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.

## Inspiration

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.

## Initiative

**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.

*In making academic innovation happen, we are reimagining education as a catalyst for impact. We are not simply preparing students for careers. We are preparing them to build a more just, sustainable, and compassionate world.*



# STUDENT *experience*

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

## *Goal 1*



## Immersive Experiences

**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.

## Empowerment

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.

## Training

**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.

## Outreach

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**.



*This rich ecosystem of learning will be supported by physical enhancements to campus life, including a revitalized “Marywood Main Street,” an upgraded Latour Room, and expanded athletic facilities—spaces designed to foster connection, wellness, and a vibrant community spirit.*

Complementary  
healthcare services  
to enhance the  
student experience.



*Goal 2*





## Wellness

**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.

*This center will offer comprehensive, accessible, and compassionate care—supporting the physical, mental, and emotional health of our students, so they can thrive personally, academically, and spiritually.*

# INSTITUTIONAL *stewardship*

Optimization  
of all revenue  
streams.

*Goal 1*





## Optimization

**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.

## Sponsorships

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.

## Innovation

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.

## Sustainability

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.

## Investment

**Philanthropic support will be boldly reimaged.**

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.

## Resourceful

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.

***This is not just financial planning. It is mission-driven stewardship—ensuring that every resource entrusted to Marywood is used wisely, creatively, and in service to our students and our shared future.***

# Investment in Marywood's people.







## Visionaries

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.

## Recognition

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.

## Service

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.

*Our people are not only employees—they are stewards of Marywood’s legacy and co-creators of its future.*

# Synchronize Facilities Growth with the Goals of the Three Parallel Pillars.







## Expansion

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.**

*The approach is intentional, data-driven, and rooted in Marywood's commitment to sustainability.*









# OUR *mission*

**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.

# VISION *statement*

**We will think boldly and act with agility—expanding our national and global reach, growing enrollment, and equipping students with the knowledge, skills, and ethical foundation needed to thrive in a complex and rapidly changing world.**

Rooted in academic excellence and a commitment to innovation, Marywood will foster a culture of belonging, respect, and opportunity—where every member of our community is supported in their personal and professional growth. Through strategic partnerships across local, national, and international networks, and by embracing technological advancement and creative thinking, Marywood will respond to the evolving needs of society and position itself as a forward-looking leader in higher education.







*Marywood University will redefine what it means to be a dynamic, student-focused institution in 21st-century higher education.*





# **WE** *believe*

in the people of Marywood University—our dedicated administrators, faculty, and staff, who, united in purpose and mission, will lead us boldly into a future defined by innovation, compassion, and excellence.

We believe in the students of Marywood University—the heart of our University, whose gifts, integrity, and aspirations will shape a more just, humane, and hopeful world in the 21st century and beyond.

We believe in those who paved the way for this moment—those who founded our University, and whose courage, faith, and visionary spirit transformed a simple idea into a lasting institution that continues to change lives and communities.

We believe in our supporters—the Board of Trustees, alumni, benefactors, and friends, whose unwavering commitment, generosity, and belief in Marywood inspire us to reach higher and dream bigger.

We believe in our Catholic identity and our enduring mission, which illuminate all that we do. Rooted in 110 years of faith, education, and service, our legacy is alive in us, calling us to rise, to serve, and to lead at this defining time in our history.

**Together, we believe in Marywood.  
Together, we are building what's next.**

Marywood  
UNIVERSITY