

Mercy College's 2020 Strategic Plan was created based on input from, and is intended to guide, all areas of the Mercy community. By carrying out the plan's goals and initiatives over the next five years, we will bring faculty, students, staff and alumni together, and we will make a difference in the lives of our students, on higher education as a whole and on communities locally and globally.

Areas of Strategic Focus	Goals	Objectives
Student Learning	1. Mercy College will provide students a transformative education which will both champion the values of general education and make sure they are well-equipped for their career choices	1.1 Continue to focus on underserved communities of students, including first and second generation, low income, minority, and adult students 1.2 Expand the use of innovative pedagogies and course redesign capable of increasing student learning and persistence 1.3 In both undergraduate and graduate programs, increase students' preparedness to compete effectively in increasingly technological, complex and global environments 1.4 Continue efforts to address deficiencies in students' readiness for college in particular subjects 1.5 Revise curriculum and program offerings to respond to workforce demand and needs
Student Success	2. Mercy College will out-perform predicted measures of student success and earn a national reputation for its efforts in this area	2.1 Expand the PACT program and strengthen or launch other student success initiatives to foster increased persistence, graduation, and career placement in both undergraduate and graduate programs 2.2 Expand the breadth and quality of extra- and co-curricular programs at all campuses to improve student engagement 2.3 Strengthen support for student health and safety 2.4 Position students for career success by strengthening career services and cultivating employer partnerships, internships, and mentoring opportunities 2.5 Leverage Mercy's signature graduate and undergraduate programs and successes into regional or national models
Affordability and Financial Health	3. Mercy College will maintain affordability for students while preserving the college's solid financial position	3.1 Increase the effectiveness of faculty and staff through mission-focused hiring, retention, and development 3.2 Optimize enrollment to make the most effective use of the college's human and capital resources 3.3 Pursue efficiencies to slow the rising costs of higher education and the growth of student debt 3.4 Deploy effective responses to higher education disruption 3.5 Expand and diversify sources of revenue, particularly in the areas of grants and fundraising
College Community	4. Mercy College will develop a college community and a "Mercy for Life" spirit that engages students, faculty, staff, and alumni in multiplying the Mercy College impact	4.1 Strengthen Mercy's personalized educational environment 4.2 Create a great working environment for Mercy faculty and staff 4.3 Increase activities designed to instill a sense of civic responsibility in students 4.4 Expand alumni services and programs to re-establish and/or deepen connections with the alumni community 4.5 Develop and sustain strong community connections that position the College as a community asset