



Mount Mercy University was built during difficult times by determined women who met challenges and carried their mission of Mercy forward. We stand on their shoulders in living out their legacy. Today, the Board, faculty, and staff of this university choose to meet the challenges of our difficult times with the same resolve and determination that our founders showed.

I am proud of the work and time that so many individuals have devoted to this purpose. Our students, alumni, faculty, staff, and Board have all provided valuable input and insight about the goals of Mount Mercy. From the beginning of this process, their work centered around four main themes: academics, student experience, community, and institutional strength. This plan is the direct result of that work. At the center lie our four commitments:

- **We Will Empower Through Education**
- **We Will Provide a Life-Changing Student Experience**
- **We Will Make Mount Mercy the Heart of the Community**
- **We Will Ensure Mount Mercy is Stronger Tomorrow than it is Today**

We put forward these commitments both as a statement that this institution of Catholic Mercy education will continue as a positive force and as a guide to make that happen.

With our plan drawn, it is time to elevate Mount Mercy University. I look forward to the challenges and successes we will see in the coming years. I am confident we will continue to meet the needs of our time and assure a stronger future.

With gratitude,

A handwritten signature in black ink, reading "Todd A. Olson". The signature is written in a cursive style.

Todd A. Olson, Ph.D.
President