



Annual Report: 2018-19 Academic Year

The Mercy College 2020 Strategic Plan, finalized in February 2015, specifies four strategic goals and related objectives that are rooted in the College's mission of providing transformative educational experiences to students. The strategic goals focus on student learning, support for student success, affordability and stability, and building a college community. The development of the plan was informed by evidence from: focus groups conducted with faculty, staff and students; data-rich self-studies of the first year experience and of the institution during the decennial review; institutional indicators, and market data on enrollment and regional trends. To evaluate progress on the plan, metrics for each strategic goal were identified and reviewed by the Strategic Planning Committee in spring and fall 2015.

The College identified funding that is allocated annually to support strategic initiatives linked to the plan. Those initiatives have been noted with an asterisk (*) in this report.

The report for each goal, below, outlines the key strategic activities that contributed toward our strategy in the fourth year of the plan. The time frame for this report is July 2018 through June 2019. The college has continued to advance the strategic activities identified in the 2014-15, 2015-16, 2016-17 and 2017-18 reports.

Goal 1: Student Learning

Note on Metrics

- a. *Academic Challenge, High Impact Practices, Effective Teaching Practices and Student Faculty Interaction*: The College did not administer the National Survey of Student Engagement (NSSE) in spring 2019; therefore, these metrics are not available for AY18-19.

KEY INITIATIVES

1. **Support for Faculty Members***: Expanded initiatives to support faculty excellence, ninety-one faculty members participated in either Pulse on Learning, Teaching and Learning Essentials course, or both. Faculty participation in Teaching Effectiveness Activities (consultations, workshops/seminars, related events) has increased 13.67% in AY18-19 from AY17-18.
2. **MercyManhattan Programs**: Expanded program offerings at the MercyManhattan campus. The program names and registration approval dates are as follows: GRADUATE: Business Administration (May 2019), Computer Science (June 2019), Nursing Administration (October 2019), Nursing Education (September 2019) Teaching Students with Disabilities (January 2019). UNDERGRADUATE: Business Administration (November 2018), Communication Studies (February 2019), Criminal Justice (February 2019), Liberal Arts and Science (May 2019), Psychology (March 2019). ADVANCED CERTIFICATE: Stem Education (November 2018).

Goal 2: Student Success

KEY INITIATIVES

PACT Graduate Advising: In an effort to put more emphasis on Graduate Advising, the initiative to move Graduate Advising to PACT was completed by Fall 2019. Graduate PACT will focus on creating a deeper involvement in the graduate student experience, deliver intrusive advising, create greater awareness and connectivity to resources, and provide timely and transparent data analysis. Through these areas of focus, Graduate PACT will increase the retention, persistence, and graduation rates of graduate students.

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2. **Career in Curriculum** (EPIC by TuaPath Pilot)*: Expand implementation of TuaPath (high quality, web-based career modules) to provide career content to be used in conjunction with academic courses. Used as homework assignments, these milestones (organized into the phases of career development: Explore, Prepare, Implement, and Career Launch) guide students to learn through self-reflection, critical thinking, and skills building. From a pilot of three sections in Spring 2018, courses using EPIC have increased to 6 in Fall 2018 and 13 in Spring 2019.
3. **Expanded Guided Pathways:** The college invested in software to support the Guided Pathways initiative. Through EAB's Academic Planner, students and their advisors will be able to track progress on their academic path and provide interventions to students who get off track. The planning software will be piloted in Spring 2019.

Goal 3: Affordability and Financial Health

Note on Metrics

- a. *Student Affordability*: The Carnegie Classification used to calculate the tuition ranking changed in AY17-18; therefore, the metric is not currently available in a format that can be used to compare to historic performance.

KEY INITIATIVES

1. **Maintain Dobbs Ferry Enrollment at Capacity while Increasing Overall New Student Enrollment, particularly at our Manhattan campus**: Engaged in a number of strategies aimed at increasing new student enrollment: (a) deployed activities of new vice president in Manhattan, two new recruiters, a new international director to increase enrollment at MercyManhattan; (b) launched MercyManhattan enrollment and marketing campaigns; (c) program new academic space in Manhattan on 3rd and 4th floors; (d) design and operationalize new web site with increased enrollment focus; and (e) continue to devote significant time to enrollment activities, including speaking to prospective students and families visiting campus, attempting to strengthen relationships with feeder high schools, community colleges, and community organizations.
2. **Teachout Agreement with the College of New Rochelle**: Successfully negotiated, structured, implemented, and executed a teachout with the College of New Rochelle. This allowed Mercy to launch new academic programs and inherit approximately 1,800 CNR students and 45000 CNR alumni.
3. **Increased Fundraising**: Increased fundraising from \$1,591,458 in FY18 to \$2,253,447 in FY19, an increase of 42%.
4. **Mercy Scholars**: Through donor funding, secured cohort 4 of Mercy Scholars, to support high achieving students with a OEFC to graduate college in four years and with minimal debt. The program provides students financially (providing the balance of tuition, books, and fees not covered by a federal Pell Grant and NYS TAP), academically, socially, and emotionally. \$569,271 was raised.

Goal 4: College Community

Note on Metrics

- a. *Personalized Education Environment and Activities to Instill Civic Responsibility*: The College did not administer the National Survey of Student Engagement (NSSE) in spring 2018; therefore, the metric is not available for AY17-18.

KEY INITIATIVES

1. **Service Excellence**: In spring 2018, launched a college-wide Service Excellence initiative to focus on addressing ways to encourage, communicate, and measure service to students, to review and resolve obstacles, and to incorporate our philosophy and standards into the college's hiring and performance review practices. As of the end of the last fiscal year, 84% of currently employed full-time staff members are trained on service excellence; additional staff will be trained and initiatives rolled-out over the next year. Arranged for a secret shopper for core areas of admissions, enrollment services, and student affairs. Continuing to emphasize culture of service excellence with candidates and new hires through including Service Excellence Philosophy in job description and interview questions focused on service excellence.
2. **CNR Legacy**: Planning to preserve the legacy of CNR's 45,000 alumni has been a key priority that has been a main focus from the inception of the teachout and will continue. An abundance of events have been targeted toward CNR students, alumni, and faculty to document traditions and cultural considerations unique to our CNR population. We will continue these initiatives targeted toward preserving the CNR legacy through Mercy College.
3. **Exposure and Recognition within the Community**: Mercy College was recognized for the first time as the outstanding college in the Best of Westchester rankings. President Hall served as a keynote speaker for the 17th Annual Not-For-Profit Leadership Summit in Westchester County, NY in May, 2019.