



Annual Report: 2014-15 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 (SPC) in spring and fall 2015.

The College identified approximately \$1.2 million that would be 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 first year of the plan. The time frame for this report is July 2014 through June 2015.

KEY INITIATIVES

Goal 1: Student Learning

1. **Educational Assessment:** Strengthened infrastructure for and fully implemented educational assessment process.
2. **Quality Matters:** Improved quality of online learning through the expansion of review of online courses against the Quality Matters (QM) rubric. Nine faculty and staff were certified as QM reviewers; one course underwent review against the rubric.
3. **Early Student Feedback:** Piloted an intervention, primarily for courses with high rates of D, F and W grades, that couples anonymous student feedback with individualized coaching of faculty. The Y1 pilot included 24 faculty members across 41 sections.
4. **Library Management System (LMS) and Discovery System:** Implementation of an LMS and discovery system in the library that enhances search capabilities across the catalog and databases.
5. **Structured Learning Assistance*:** Piloted the use of Structured Learning Assistance (SLA) in introductory biology and chemistry courses in order to improve student learning outcomes.

Goal 2: Student Success

1. **Student Affairs*:** Reorganized key student services into the Division of Student Affairs and Division of Enrollment Services to enhance coordination of and support for student services, as well as to articulate a specific vision for student engagement and student life across all campuses that include the expansion of PACT to transfer students, a Health & Wellness Center, and a focus in career services on deepening corporate relationships.

2. **Student Orientation:** Rolled-out a revamped student orientation program that placed additional emphasis on student transitions and academic achievement; expanded orientation programming for transfer students.
3. **School-based Co-Curricular Programming:** Expanded co-curricular programming for honors students in School of Business to improve engagement.
4. **Structured Learning Assistance*:** See Goal 1, Initiative 5.
5. **Exam Preparation:** Expanded workshops for students in Schools of Education, Health & Natural Sciences and Social & Behavioral Sciences preparing for their licensure and certification exams in order to improve results.

Goal 3: Affordability and Financial Health

1. **Institutional Assessment:** Strengthened infrastructure for and fully implemented institutional assessment process.
2. **Constituent Relationship Manager (CRM) Adoption*:** Adopted Talisma, a CRM used to streamline marketing and communications to prospective students, with the goal of increasing the number of applications and conversion rates.
3. **Intercampus Video-conferencing:** Implemented video-conferencing capabilities between the Manhattan and Dobbs Ferry campuses in order to expand connectivity and maximize course-offerings.

Goal 4: College Community

1. **Mercy College Website:** Upgrade of Mercy College website to include enhanced graphics and multi-media functionality, as well as cross-campus input.
2. **National Thought Leaders Forum:** Hosted first conference on topics of national importance in the student success conversation.
3. **Community-building events:** Hosted a number of events (e.g., inauguration, presidential listening sessions, budget town hall, staff picnic, Thanksgiving lunch, Blue Runs Through) to engage faculty, staff, students and community members in issues of campus-wide importance.
4. **Alumni Magazine*:** Launched annual alumni-magazine with a circulation over 60,000.
5. **Community Connections:** Developed and implemented strategy for connecting with and giving to local community organizations in Westchester and the Bronx.
6. **Office of Student Life:** Added 13 clubs, bringing the total to 48, which hosted over 175 events.
7. **Residence Hall:** Continued progress on building of the new 100,000 square foot, 350-bed residence hall, which will include a community lounge, fitness center public walkway and sustainability features.