Transformation through Education:
A Strategic Blueprint for Molloy College - 2012 and beyond
2012-2017

Executive Summary

Mission Statement

Molloy College, an independent, Catholic college, rooted in the Dominican tradition of study, spirituality, service and community is committed to academic excellence with respect for each person. Through transformative education, Molloy promotes a lifelong search for truth and the development of ethical leadership.

Charge from the President – A call for renewal

Molloy College was founded in 1955 by the Dominican Sisters of Amityville. As a Catholic College, we were established to be an agent of transformation for both our students and our communities. Over the last decade, Molloy College has grown substantially in both the number of students and the number and scope of the academic programs we offer. In the process of transforming our students and responding to their needs as well as the signs of the times, we have transformed ourselves.

The new Molloy College has more than 1,000 graduate students pursuing degrees in six areas and doctoral students pursuing their Ph.D. Our faculty are inspiring teachers and well respected researchers. Our undergraduate students travel the globe and engage in multiple hours of community service. With the opening of the first residence hall and the new campus center, we have completed the renaissance of student life on our campus. Molloy College is a vibrant nexus of learning, inquiry, and remarkable activity welded together by a supportive community.

Finding ourselves at a crossroads of change, the charge to the Molloy College community is to identify the specific goals and objectives that will serve to further that mission and thus transform our students, our institution, and the wider region that we serve.
History of the Strategic Planning Process

Molloy College has a long tradition of strategic planning that extends back many years. Most recently, in 2002, the College engaged in a campus-wide visioning process that resulted in the formation of a vision statement comprised of a set of five components. This vision statement served as a catalyst for a substantive revision of the strategic plan. Over the next few years, the plan was evaluated, assessed and modified as objectives were accomplished and different needs and aspirations emerged. Recent transformative events such as the addition of residence life, the completion of Phase I of the Campus Master Plan, the addition of doctoral studies and an increased vibrancy of academic programs and student life challenged the College to engage in a second substantial evaluation and revision of the strategic plan. With a charge from the president and the board of trustees, the priorities and planning committee in collaboration with the leadership team, engaged in a year-long process of evaluation and discussion that involved conversations with all constituency groups of the College. The Plan that emerged is dynamic and aspirational.

Accomplishments from the Current Strategic Plan

There have been significant accomplishments of the goals and objectives of the current and previous strategic plans. These accomplishments have served to shape and reshape the College, moving us forward to a higher level of financial stability, academic reputation and student success. Some of these accomplishments of the past five years are highlighted below:

1. Retain and Highlight the Dominican and Catholic Identity in Representing the College
   - Formally approved the new Mission Statement

2. Develop New Undergraduate and Graduate Programs in Response to Market Needs
   - Added undergraduate programs in three disciplines
   - Added graduate programs in three disciplines
   - Launched first Ph.D. program in Nursing

3. Manage Enrollment Effectively
   - Increased freshmen enrollment
   - Increased undergraduate enrollment throughout a broad diversity of majors
   - Increased graduate enrollment
   - Increased retention

4. Increase Diversity among all Students, Faculty, Staff, Administrators, and Board of Trustees
   - Increased diversity of students
   - Increased diversity of faculty, staff and administration
5. **Strengthen Faculty Profile**
   - Achieved competitive salary schedule
   - Increased percentage of faculty with terminal degrees

6. **Strengthen Academic Profile of Freshmen and Transfer Students**
   - Increased SAT of Freshmen
   - Increased number of students in Honors Programs

7. **Create Residential Facilities**
   - First residence hall opened in Fall of 2011

8. **Expand Opportunities for Student Development and Student Involvement**
   - Increased number of clubs and teams
   - Increased number of student activities and attendance at those activities

9. **In Working towards Stewardship of Resources, Achieve a Higher Degree of Financial Stability**
   - Maintained a surplus over time
   - Built endowment
   - Implemented a 5-year financial plan
   - Implemented a Campus Master Facilities Plan

**Review of Recent Trends**

The following observations have been derived from analysis of College data and support the accomplishments above. The actual data are shown in Appendix B.

1. The College has had significant growth in enrollment since 2001, growing by 65%
2. The growth has been in all areas of the College:
   - Undergraduate 70%
   - Freshmen 81%
   - All Divisions ranging from 10% to 73%
   - Graduate 93%
3. While there has been enrollment growth within all race/ethnic groups, the largest percentage increase has been with Hispanic students (doubling) and Asian students (tripling) since 2001.
4. Our enrollment by race/ethnicity parallels Nassau County.
5. While our graduation rate, measured by students graduating within four, five, or six years has not changed significantly since 1999, we continue to have the largest proportion of students graduating in the four, five and six year categories in the region.
6. Our retention rate has increased significantly since 2004 and, at 88%, is significantly above the other private colleges in the area.
7. Institutional Aid has increased as a percentage of Total Student Aid (49% to 60%), although this increase is significantly less than that for NY Independents.

8. Our tuition rate continues to be significantly less than our competitors.

9. Overall, more than half of the Molloy population (51%) reported household income less than $60,000 in 2010-2011.


**Commitments**

Molloy College defines commitments as significant portions of the Institution that are fundamental to the functioning of the College. These commitments flow from the Mission Statement and are woven into the fabric of the College and include:

1. Being a Catholic college rooted in the Dominican tradition.
2. Providing academic excellence.
3. Attracting and retaining the best people to complete our mission and accomplish our goals and objectives.
4. Maintaining an optimum enrollment that allows the College to both flourish and provide the individual attention that is characteristic of a Molloy College education.

**Goals**

**Goal 1.** Enhance the quality of academic programs, faculty, and the teaching/learning environment to achieve regional prominence as a comprehensive master’s granting institution.

**Objectives & Strategies:**

1.1. Foster the distinctiveness of our undergraduate education, achieving recognition for all of our outstanding undergraduate programs.
   a. Complete the conversion of Allied Health programs from Associate degree to Baccalaureate degree programs.

1.2. Refine the programs and services necessary to solidify our reputation as an outstanding graduate institution.
   a. Enhance the profile of Molloy graduate students and enrich the educational experience at the graduate level.
   b. Expand clinics and centers to provide services to the public and clinical experiences for Molloy students.

1.3. Expand graduate and doctoral programs.
   a. Implement Master of Science program in Mental Health Counseling.
   b. Implement Doctoral Program in Education.
   c. Implement MS/MBA dual degree program in Nursing Administration/Health Care.
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d. Develop a Doctor of Nursing Practice (DNP) program.

1.4. Strengthen and publicize student success indicators such as graduation rate, retention rate and job placement.
   a. Develop and administer a comprehensive institutional alumni survey.

1.5. Build facilities to support academic program excellence.
   a. Construct a new academic building to provide the facilities and resources necessary for the Division of Nursing.
   b. Refine and implement post-Phase 1 Renovation Plan and Phase 2 of the Campus Facilities Master Plan.

1.6. Develop James Tobin Library as a central hub for student and faculty research.
   a. Renovate and redesign library to address student and faculty needs and respond to new electronic delivery systems.
   b. Update library collections in areas of circulation and reference across academic disciplines.
   d. Improve ability to circulate and stream media for off-campus usage.

1.7. Provide the information technology support necessary to empower and enhance learning and research.
   a. Ensure that a solid infrastructure is in place to support the increasing focus on research including network infrastructure, data input, storage analysis and management services, and technology support and services.
   b. Provide classrooms and computing labs with the information technology tools necessary to enhance the student learning experience.
   c. Promote client-centered IT, Planning and Research services to ensure that students, faculty, and staff have the necessary support.

**Goal 2.** Develop the whole student; intellectually, academically, ethically, spiritually, and with a strong social conscience for community involvement.

**Objectives & Strategies:**

2.1. Strengthen and reinforce experiential learning to enhance students’ academic and intellectual experience, sense of self-efficacy and commitment to others in the community.
   a. Enhance and increase the number of service-learning opportunities for students.
   b. Increase the number and scope of available internships for students.
   c. Pursue additional community service partnerships.
   d. Strengthen the global learning program to provide opportunities abroad for more students in order to enhance their academic experience.
2.2. Enhance and expand residential life on campus.
   a. Build and develop a comprehensive residence life program to grow and enhance the academic, residential, spiritual and social aspects of student life at The College.
   b. Increase the number of available beds through the renovation of Maria Regina Hall.

2.3. Expand programs and communications that highlight the Catholic mission of the College and emphasize the four pillars of Dominican Life.
   a. Offer students additional opportunities to engage in self-reflection of their spirituality and provide ways of deepening their spirituality.
   b. Expand programs to increase awareness of social justice and actively engage in contributing to society.
   c. Develop programs for new students and student leaders which emphasize a lived mission of Dominican life and help embed the four pillars more deeply into the life of students at Molloy.
   d. Enhance programs for employees of the College which focus on Molloy’s mission and emphasize the need to provide students with examples of the Dominican tradition in action.

2.4. Support and develop campus activities and athletics to enhance student growth through extra and co-curricular activities.
   a. Strengthen and expand programs for new students to engage them in campus life at the outset of their college career.
   b. Maintain student involvement throughout their tenure at Molloy by offering programs and activities that are appropriate to their interests and simultaneously emphasize the mission of The College.
   c. Provide graduates with events and activities which highlight their experience at Molloy and begin their transition from students to engaged members of the College’s alumni community.

2.5. Develop a comprehensive student health and wellness program that promotes good health practices.
   a. Establish residential community health programs to educate students on health related topics.
   b. Improve the psychological programs and services offered to students on campus.

2.6. Provide a robust information technology infrastructure to enhance the use of resources in support of the diverse development of the whole student.
   a. Enhance the wireless network to support growing social networking activities.
   b. Develop systems to automate the accumulation of data and reporting in support of student health and wellness.
Goal 3. Engage the entire college community in continuous quality improvement and sustainable business practices to ensure the best experience for students and for others who participate in Molloy activities.

Objectives & Strategies:

3.1. Enhance the College’s overall planning and resource allocation process by ensuring that institutional plans are comprised of measurable goals and objectives informed by assessment results.
   a. Refine and fully implement institutional assessment processes that measure the progress of institutional goals and objectives.
   b. Strengthen a sustainable culture of assessment by continuing to integrate student learning outcomes and institutional assessment data into the College’s overall planning, resource allocation and institutional renewal processes.

3.2. Apply continuous quality improvement strategies to build a service culture in all areas of the College, to improve specific work processes and advance overall efficiency and effectiveness.
   a. Create departmental websites to better disseminate information.
   b. Build and expand reliable, robust, and secure access to information and technologies.
   c. Gather and analyze data regarding the quality and efficiency of services provided by administrative and academic departments.
   d. Improve the coordination of the activities of the various departments in order to streamline processes.
   e. Provide College administration and management with readily available and easily accessible information to allow for informed planning and decision making.
   f. Enhance the interface between students and administrative departments.
   g. Implement processes and policies that enhance the interface between students and administrative departments.

3.3. Systematically measure how well students’ needs are being met by conducting regular assessment of our programs and services and applying this knowledge to their ongoing improvement.
   a. Develop more sophisticated data collection tools to support administrative areas in their efforts to measure undergraduate student success, and integrate these tools into ongoing institutional assessment efforts.
   b. Develop and administer a graduate student satisfaction survey to gauge students’ opinions on programs and services.

3.4. Create strategies to develop and implement green business and facility practices.
   a. Expand the percentage of energy efficient lighting on the campus.
Goal 4. Establish Molloy College as a regional center for social, intellectual and cultural exchange/dialog and education to transform individuals and communities.

Objectives & Strategies:

4.1. Establish the Madison Theatre as a vital part of the Molloy campus and South Shore region.
   a. Offer rich and fully developed arts and cultural programming that highlights the depth, complexity and joy of the human experience.
   b. Publicize and find ways to make events a valuable experience to the Molloy community and the surrounding region.

4.2. Host a broad array of speakers and artists at the College whose varying perspectives can enrich the lives of students and community members.
   a. Enhance the scope and reach of established lecture series.
   b. Coordinate and publicize speaking events within academic disciplines.
   c. Attract artists/exhibits from museums and galleries to enhance the quality and variety of Gallery shows.

4.3. Host regional and national conferences on academic issues, professional development, and other topics which reflect the mission and values of Molloy College.
   a. Host Dominican national conferences and programs that enhance the educational experience for Molloy students and other members of the Molloy community.

4.4. Provide a forum for the discussion of Long Island regional issues that will lead to community transformation.
   a. Produce and disseminate the work of the Sustainability Institute related to Long Island environmental and community issues.
   b. Attract and recruit Long Island leaders to participate in Molloy’s Energiea Partnership.

Goal 5. Operate in a manner consistent with responsible stewardship and sustainability.

Objectives & Strategies:

5.1. Enhance the financial position of the College by maintaining current non-tuition revenue sources and identifying new sources of funding.
   a. Implement a communications and marketing plan that better utilizes the College website and other digital platforms.
   b. Administer major fundraising campaign and raise revenue for new academic buildings and other academic initiatives.
   c. Raise major gift revenue through the cultivation of relationships with donors interested in the arts, Molloy alumni, and others from the business community.
   d. Explore the possibility of establishing a comprehensive Molloy Clinic which will provide clients with more efficient services while simultaneously increasing revenue by accepting direct payment from private insurance companies.
5.2. Enroll and retain a sufficient number of students to sustain an appropriate level of tuition revenue and ensure the continued success of the College.
   a. Implement an enrollment management plan that responds to demographic shifts while maintaining the College’s commitment to undergraduate traditional age students.
   b. Improve the delivery of services to students through the creation of a Student Solutions Center.
   c. Develop and implement a comprehensive institutional enrollment plan that ensures diversification of enrollment across all disciplines.
   d. Expand the utilization of alternative course and program delivery methods.

5.3. Ensure that the funds available to the College are effectively managed and optimally used.
   a. Develop more sophisticated financial reporting tools to improve the management of institutional resources.
   b. Develop five-year operating and capital budgets that reflect the priorities and goals of the strategic plan.
   c. Manage expenses to support the strategic direction of the College by streamlining processes, reducing costs and reallocating funds where appropriate.

5.4. Foster understanding of and effectively utilize the College’s archives and records management services.
   a. Create innovative programs and exhibitions relevant to the College, its history and culture.
   b. Increase awareness of the College’s records management requirements and capabilities.

5.5. Conduct a comprehensive assessment of compliance with policies and procedures mandated by federal and state government, accrediting bodies, and auditors, or suggested by best practices.

5.6. Develop and enhance automated administrative systems to support responsible stewardship.
   a. Integrate existing application, admissions and student information systems to provide a seamless and continuous flow of information in support of the students.
   b. Develop more robust models for predicting enrollments and analyzing funding trends to allow for greater precision in planning and resource allocation.
Foundations: Relationship with other College Plans

Plans flow initially from Departments/Divisions to the Leadership Team Unit Plans as illustrated in Figure 1 listed below. Leadership Team Unit Plans align with both the 5-Year Financial Plan and the 5-Year Capital/Facilities Master Plan. Leadership Team Unit Plans flow directly into the Strategic Plan. The alignment with the Leadership Team Unit Plan, the 5-Year Financial Plan, and the 5-Year Capital/Facilities Master Plan is noted in the Strategic Plan.

1. Leadership Team Unit Plans
   - Academic Affairs Unit Plan
   - Advancement Unit Plan
   - Enrollment Management Unit Plan
   - Finance Unit Plan
   - Information Technology, Planning & Research Unit Plan
   - Mission Unit Plan
   - Student Affairs Unit Plan
2. 5-Year Financial Plan
3. 5-Year Capital/Facilities Master Plan
Molloy College Strategic Planning Process:

Figure 1:

Example of planning hierarchy:

Goals
- Objectives to support goals
  - Strategies to achieve objectives
  - Time line to achieve objectives
  - Resources needed to achieve objectives
    - Staff
    - Capital (equipment, space, etc)
    - OTPS, etc.

- Division or Department objectives
  - Relatively specific objective to reach stated Division/Department goals

- Unit strategies to achieve objectives also inform 5 year financial and 5 year capital plans (see box bottom left below)

- Unit objectives describe how to reach unit goals

- Molloy Strategic Plan

- Inform

- 5 Year Financial Plan

- Inform

- 5 Year Capital Plan

- Inform

Feed information
Validation and Assessment
Molloy College recognizes the critical linkage between planning and assessment at all levels. Both institutional and student learning outcomes assessment processes will continue to be developed, implemented, and refined to ensure that the College:

- Is making progress towards achieving the goals outlined in the Strategic Plan
- Continues to operate in a manner consistent with the Mission of the College and the Commitments outlined in the Strategic Plan
- Meets the standards set forth by regional, national, and program-based accrediting agencies

Each of the College Plans included in the strategic planning process will contain an assessment component which will serve to both measure progress and inform future planning.

Appendices

A. List of four planning subcommittees and membership
B. Review of recent trends - Data