



## **APPROVED STRATEGIC PLAN 2016-2021**

### **Molloy College 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.

### **THEME 1: RESPONSIVE EDUCATION**

Responsive education is an outgrowth of our Dominican tradition of responding to the signs of the times. It is based on meeting students' needs, bringing them to a fuller expression of their capabilities.

#### Education at Molloy College is responsive in 4 ways:

1. The College constantly seeks to find ways to make the Dominican Catholic mission relevant in the lived actions of our students and alumni in the rapidly evolving context of society.
2. A Molloy education is continually refined and modified to respond to the shifting requirements of various professions, occupations and vocations.
3. The programs offered by the College are evaluated and reshaped to respond to the needs of the community.
4. The pedagogy employed is assessed and modified, responding to the optimum ways that students can learn most effectively.

#### **Students & Stakeholders Perspective:**

##### **Relevant and Engaged Education**

- Complete comprehensive revision of the educational experience of all Molloy undergraduate students.
  - set learning objectives for all students
  - design a coordinated educational experience connecting 4 main responses that effectively help students meet objectives:
    1. general education
    2. major
    3. extra-curricular
    4. effective pedagogy
- Develop core of mission-centric outcomes for all graduate programs.
- Provide a range of flexible learning opportunities in response to the changing needs of students.

## **Financial Resources Perspective:**

### **Invest in Academic Programs**

Within the context of available resources, the College will make a 3-prong investment in:

1. optimum learning environments
2. alternate delivery systems for academic programs
3. approved academic department strategic plans that meet college-wide priorities

## **Internal Processes Perspective:**

### **Continual Evaluation of Programs and Accompanying Pedagogy**

Revise the planning and evaluation process for:

- all academic programs including:
  - Strategic plans and accompanying assessment plans
  - An intensive program review on a 3-5 year cycle
- all co-curricular programs that have an educational purpose (e.g., student life, global learning, athletics, campus ministries, etc.).

## **Organizational Capacity Perspective:**

### **Optimize Academic Space**

Assess academic spaces and make improvements where necessary, in order to ensure:

- the required number of classrooms and specialized instructional spaces.
- optimum learning environments.
- appropriate faculty work spaces.

## **THEME 2: STUDENT SUCCESS**

Molloy endeavors to promote the success of each student defining success in 4 ways:

1. Identifying personal goals for career and vocation.
2. Graduating from Molloy in the most optimum timeframe.
3. Securing employment, and progressing towards career and vocational goals.
4. Becoming a contributing member of society who assists others in achieving their own success.

### **Students & Stakeholders Perspective:**

#### **Progression to Degree and Careers**

The College will continue to strengthen its retention and graduation and rates by:

- identifying sub-groups where the graduation and retention rates are lower than other groups, and devising a plan to address these discrepancies.
- assessing and improving upon the factors critical to timely degree completion including:
  - Advising
  - Scheduling of classes
  - Registration
- ensuring that support services continue to meet the needs of students.

### **Financial Resources Perspective:**

#### **Invest in Students**

The College will invest in processes and procedures that move students through to completion in optimum timeframes, increasing the likelihood of achieving career objectives by:

- restructuring the process of advising by:
  - developing a new model for assisting students with the process of course identification and schedule design
  - emphasizing career-focused advising as an integral part of the annual faculty advisement process
- analyzing and improving the process for career objective identification and mapping

### **Internal Processes Perspective:**

#### **Ongoing Improvement of Student Support**

Understanding the increasing demand for services and the evolving needs of students, all student support service areas of the College will:

- develop and implement strategic plans that address the needs of students within the context of available resources.
- implement a process for assessing the student support services offered, ensuring that sufficient data is collected to determine how well students needs are being met.

**Organizational Capacity Perspective:**  
**Support for Curricular and Co-Curricular Achievement**

- Enhance the collaboration between the individuals responsible for teaching and those providing co-curricular experiences.
- Align curricular and co-curricular goals towards common learning outcomes.
- Create experiential transcript which would include factors such as:
  - global citizenship
  - leadership
  - social responsibility
  - creative endeavors

## **THEME 3: REGIONAL REPUTATION**

Defining our region as the Greater New York Metropolitan Area, extending up through Albany and the State of New York, the College seeks to complete the brand transition to a university of regional significance. Molloy endeavors to support the region through community focused projects, clinics, institutes and research, forming partnerships and collaborations.

### **Students & Stakeholders Perspective:**

#### **University in Service to the Community**

- Determine the language and descriptions that will be used in defining Molloy as a university in service to the community.
- Identify the projects and activities essential to becoming the type of university Molloy aspires to be.

### **Financial Resources Perspective:**

#### **Build the Brand**

The College will invest in:

- projects and activities that establish Molloy as a community focused university within the region.
- a comprehensive marketing campaign that establishes Molloy's brand in the region.

### **Internal Processes Perspective:**

#### **Tell the Molloy Story**

- Build an internal communication process that facilitates more effective sharing of information, allowing members of the Molloy community to become knowledgeable ambassadors of the College.
- Develop a system for gathering stories to be communicated through multi-faceted channels.

### **Organizational Capacity Perspective:**

#### **Increase Community and Regional Partnerships**

Continue to enhance Molloy's presence in the region by:

- increasing the number of partnerships and collaborations with organizations and institutions in the region.
- emphasizing a community-based approach to faculty research and scholarship.
- supporting the development of community-based clinics and centers.

## **THEME 4: STRATEGIC ENROLLMENT**

Enrollment at the College is critical to its financial sustainability, and is fundamental to the fulfillment of the College's mission.

Enrollment planning at the College will be built upon 3 strategic elements:

1. Finding new ways for the College to be continually relevant to the region, society, and the professions.
2. Enhancing the College's financial position by achieving a modest annual growth rate.
3. While sustaining its historic strengths, continue the pathway of diversification of the College's reputation into a broad range of academic areas and delivery methods.

### **Students and Stakeholders Perspective:**

#### **Viability Growth**

Molloy will be a sought after destination within the region, growing strategically, with a minimum 2% growth rate per annum. This growth will be achieved by:

- Taking advantage of new opportunities within existing majors.
- Developing and implementing new academic initiatives where appropriate.
- Increasing flexible learning opportunities.
- Increasing the availability of residential housing.
- Increasing the number of international students.

### **Financial Resources Perspective:**

#### **Residential Housing and Academic Growth Opportunities**

The College will:

- continue to invest in programs where additional enrollment opportunities are possible.
- invest in new student pipelines:
  - Flexible Learning Opportunities (FLO)
  - International students
  - Residential housing (both on and off campus)

### **Internal Processes Perspective:**

#### **Establish and Support New Student Pipelines**

- Develop processes within the academic structure of the College which facilitate the expansion of programs that provide greater flexibility for students.
- Ensure that our processes and procedures can accommodate the needs and demands of those entering the College via the new pipelines.
- Develop new recruitment procedures to increase the enrollment of international students.

### **Organizational Capacity Perspective:**

## **Develop Infrastructure to Support Growth**

Develop the administrative, technological and academic infrastructure necessary to ensure the success of new enrollment pipelines.

## **THEME 5: ORGANIZATIONAL EFFECTIVENESS**

The College seeks to improve its overall organizational effectiveness by promoting:

- a mission-centric culture of respect and community.
- the continual improvement of institutional systems, processes, and internal communication.
- the professional development of all employees.

The College dedicates itself to continually refining how we complete tasks within the organization. This includes how we teach, use technology, perform administrative tasks, and design policies and procedures.

### **Students and Stakeholders Perspective: An Effective and Collaborative Institution**

- Support programs and develop processes & procedures at the College which:
  - emphasize a cultural shift toward greater collaboration and an emphasis on “we”
  - encourage a deeper understanding of the College’s mission and charism
- Increase the likelihood of employee success by:
  - improving new employee orientation.
  - clearly defining and delineating employee roles, responsibilities, and expectations.
  - developing and encouraging professional development opportunities.
  - improving the employee evaluation process.

### **Financial Resources Perspective: Invest in Employees and Technology**

- Invest in technology to support the improvement of administrative functions.
- Invest in employee training and professional development.

### **Internal Processes Perspective: Data Informed Planning, Analysis and Process Improvement**

- Adopt a planning and process improvement model for the institution that clearly delineates goals, outcomes, processes and protocols with a commitment to ongoing evaluation, improvement and clear communication.
- Provide opportunities for all employees to be involved in institutional planning and improvement.

### **Organizational Capacity Perspective: Enhance Professional Development Opportunities**

- Develop a series of training and professional development (skill enhancement) activities in technology, pedagogy, management, and job specific skills, ensuring that the gifts and talents of Molloy employees can be more greatly realized.