



### **Annual Report: 2021-2022 Academic Year**

The Mercy College 2025 Strategic Plan, finalized in October 2020, 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 teaching and learning, support for student success, affordability and financial health, and building 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 2019. Within this document is an update on each of those metrics and a summary of the key strategic activities that contributed toward our strategy in the first year of the plan. The timeframe for this report is July 2021 through June 2022.

## Goal 1: Teaching and Learning

### KEY INITIATIVES:

1. **Programs Registered or Revised for the 2021-2022 Academic Year:** BS Criminal Justice Specialization Forensic Investigations, Bronx, Dobbs Ferry, Manhattan, and Distance Learning; MS Teaching Literacy Birth-Grade 6 and Grades 5-12, Manhattan and Distance Learning; MS School Counseling, Bronx, Dobbs Ferry, and Distance Learning; Advanced Certificate Teaching Literacy Birth-Grade 6, Manhattan and Distance Learning; Advanced Certificate Teaching Literacy Grades 5-12, Manhattan and Distance Learning; Certificate Dispute Resolution, Bronx, Dobbs Ferry, and Distance Learning; 4+1 Program: BS Computer Science/MS Computer Science, Bronx, Dobbs Ferry, Manhattan, and Distance Learning, BS General Accounting Specialization Data Analytics, Dobbs Ferry, and Bronx, BA English, Manhattan and Distance Learning, MS Family Nurse Practitioner, Bronx and Distance Learning.
2. **Registered Curriculum Changes:** MS Marriage and Family Therapy, Dobbs Ferry; MS Mental Health Counseling, Bronx and Dobbs Ferry; MS Nursing Administration, Dobbs Ferry, Manhattan, and Distance Learning; MS Nursing Education, Dobbs Ferry, Manhattan, and Distance Learning; MS Family Nurse Practitioner, Dobbs Ferry and Distance Learning; MS English, Bronx and Dobbs Ferry; Advanced Certificate Nursing Administration, Dobbs Ferry and Distance Learning; Advanced Certificate Nursing Education, Dobbs Ferry and Distance Learning.
3. **Middle States Self-Study:** Fall 2021 Mercy sent 10 representatives to MSCHE Self-Study Institute and convened the Self-Study Steering Committee. Self-Study design completed in spring 2022. The Self-Study will continue through 2023; the culmination of these intense efforts will be the submission of the MSCHE Self-Study and Verification of Compliance to the MSCHE Reaccreditation Team in Spring 2024.
4. **Institutional Learning Goals:** Faculty Senate adopted institutional learning goals and outcomes including the following: CASL, UCC, and GCC workshop in summer 2021; CASL, UCC, and GCC review and refinement in fall 2021; ILO review by faculty senate in fall 2021; and finalization of institutional learning outcomes in spring 2021.
5. **General Education Program Revitalization:** Four areas of attention and action, including governance, assessment, learning outcomes/essential transferrable skills, and program design.
6. **Grant Activity:** Approximately 64 faculty and 46 staff currently engaged in grant-funded activity with multiple agencies. One highlight is the Advanced Curricular Change to Enhance Student Success (ACCESS) grant, a Title V Hispanic-Serving Institutions Program through the US Department of Education, which involved \$3mm over 5 years awarded in 2020, with continued focus in 2021-2022 academic year on programs including second chance program, exam wrapper coaching, learning fellow program, student learning assistants, and second-degree weekend nursing program.

## Goal 2: Student Success

### KEY INITIATIVES:

1. **Back to Campus:** The college continued to address the needs of the students as they returned to campus through vaccine initiatives, student support, and in-person events.
2. **Strategic Course Modalities:** The following course modalities are being offered to meet student needs: blended learning, in-person on-campus, in-person off-campus, and distance learning: synced, not synced, and hybrid.
3. **Expanded Wellness Programs for Students:** Partnered with BetterMynd, an online therapy platform for college students, offering students access to free video-therapy sessions with BetterMynd, a diverse network of licensed mental health counselors.
4. **Addressing Academic Performance Barriers:** Free summer courses offered to students, allowing them to retake a course they failed during the 2020-2021 academic year offered free of charge to students.

### **Goal 3: Affordability and Financial Health**

#### **KEY INITIATIVES:**

- 1. Relief Funding:** Distributed a total of \$13.3M and \$3.5M to students from funds received from the Higher Education Emergency Relief Fund during FY 22 and FY 21, respectively.
- 2. Endowment Stability:** The College's Endowment remains stable, with a total endowment balance of \$295.7M (96% of which is unrestricted) as of June 30, 2022.
- 3. Financial Strength:** Achieved an operating surplus of 6.3% during FY 22, compared with an 8.4% operating surplus in FY 21.

## Goal 4: College Community

### KEY INITIATIVES:

1. **Community Outreach Team:** Formed in fall of 2021 with 2 associate directors. By June 2022, the following accomplishments were realized: Connected with 95 organizations; completed over 100 meetings and over 500 actions; instrumental in Mercy being awarded the National endowment for the Arts (NEA) Big Read Grant; strengthened collaboration with HACU (Hispanic Association of Colleges & Universities); Mercy asked to host key events, partnered with community organizations in data needed for the application for the Seal of Excelencia certification which was awarded; connected partners to support the Google TechWise partnership; introduced Mercy faculty to contacts which led to 10 new clinical nursing placements; began discussions with the Asian American community for enrollment; produced material in Chinese; and connected Mercy with Don Bosco for STEM student internships.
2. **Return of In-Person Activities:** After over a year of virtual events due to COVID, the following events were offered in-person to kick off the 2021-2022 academic year: admissions' campus preview days for committed students, new student orientation, trip to Governor's Island, Dobbs Ferry field day, Manhattan CitiBike tours, Bronx Backyard BBQ, and new Mav Welcome days to kickstart the academic year.
3. **International Recruitment:** Launched a strong focus on international student recruitment, including partnership building with international recruitment agencies. Joint programs with international education pathway providers in the U.S and at foreign higher education institutions.
4. **Partnership Efforts:** Mercy expanded partnerships with community institutions to strengthen community connections.
5. **Community Events:** Held diverse community events including events honoring Hispanic Heritage Month, Veterans Day, Black History Month, Women's History Month, Pride Month, and Juneteenth.