



MarymountManhattan

OFFICE OF THE PRESIDENT

**2022-2024 Strategic Plan
Year Two Progress Report**

OVERVIEW

This progress report identifies accomplishments towards achieving the goals of the 2022-2024 Strategic Plan as of March 1, 2024. It serves as a status check on the current Strategic Plan, which is slated to close at the end of December 2024. The report also identifies priorities for the final months of the Plan, which will inform the development of the College's next Strategic Plan, a process that will launch in the fall 2024 semester.

PILLAR I
ACADEMIC INNOVATION GUIDED BY THE ACADEMIC STRATEGIC PLAN

Goal 1: Pursue Social Justice: Integrate the College's foundational commitment to social justice as a core feature of students' educational experience.

Accomplishments to date

- The College launched a revised general education curriculum in Fall 2024 that requires all students to take a Social Justice Seminar, with the following learning outcomes:
 - Analyze the social, political, economic, and/or cultural factors necessary for promoting equity;
 - Demonstrate the ability to utilize creativity and/or collaboration in pursuit of meaningful social change;
 - Apply critical and/or creative skills to the work of pursuing social justice.
- Departments are revising existing courses and developing new courses to be offered as Social Justice Seminars.
- Faculty in the Department of Politics and Human Rights are continuing to revise its curriculum to further embed social justice.
- The Department of Politics and Human Rights continues to host the Social Justice Academy:
 - [Spring 2022: The "New" New York](#)
 - [Spring 2023: Great Migrations](#)
 - [Spring 2024: Labor, Work, Action](#)
- The Hewitt Gallery sponsored the exhibition "Making Visible: Migration and Identity" and hosted a panel in conjunction with the exhibition in the Judith Mara Carson Center for Visual Arts as part of the Spring 2023 Social Justice Academy.
- The Department of English and World Literatures hosted the [Creative Harlem Series](#) in fall 2022.
- For three years, the Intercultural Center has identified a cohort of Social Justice Ambassadors who participate in a semester-long program that brings students together to understand social justice, assess how societal structures perpetuate privilege and oppression, and develop skills to identify and address bias.

Goal 2: Embrace Knowledge-Based Creativity: Support the College's programs in the performing arts and build on their strengths to enhance and develop programs in the visual and creative arts and programs that integrate research and creative practice.

Accomplishments to date

- C-TIE maintains a full schedule of pedagogy-focused workshops and activities, including sessions that focus on bridging critical and creative teaching and learning.
- Faculty Development Workshops have focused on transdisciplinary pedagogies and the use of AI in the classroom.

- Faculty profiles highlighting critical/creative nexus in teaching and scholarly/creative work are included in *MMC Today* and promoted on social media.
- The Center for Health, Human Development, and Creativity has made this a cornerstone of its mission and programming, particularly linking science, health, and creativity.

Goal 3: Transcend Boundaries in Teaching and Learning: Differentiate MMC's educational experience by expanding on our pedagogical strengths: transdisciplinary learning, student-faculty collaboration and research, and experiential learning.

Accomplishments to date

- The revised general education curriculum prioritizes cross-disciplinary learning, including lower- and upper-level cross- and transdisciplinary seminars.
- The College launched the Center for Health, Human Development, and Creativity, a transdisciplinary hub that welcomes students and faculty from across the College, provides opportunities for creative research and collaboration in health and human development, and prepares students to enter and transform health-related professions.
- Revisions to Art & Art History curriculum include a new BFA in Art, revised minors, and new and revised interdisciplinary courses.
- The Judy hosted “It’s a Happening: Arts in the Judy” and “Night of the Arts,” immersive exhibits of students’ creative work across academic departments and programs.
- The Hewitt Gallery of Art continues to sponsor transdisciplinary, multimedia exhibitions and panel discussions.
- The College continues to host the Stand Up, Speak Out Festival and the Crossing Borders Conference, which bridge teaching and learning between the 71st Street main campus and the Bedford Hills College Program.

Goal 4: Leverage New York City: Embed the College's distinctive location in New York City across students' educational experiences and pre-professional preparation.

Accomplishments to date

- NYC Seminar is an embedded requirement in the revised general education curriculum.
- The Theatre Arts department hosted three new theatre companies on campus for auditions with musical theatre and acting students.
- The annual Career Summit continues to be successful with 70+ employers on campus each year, helping students to land internships and interviews as well as learning to network.
- New Student Orientation and Welcome Week introduce students to NYC, with excursions planned to multiple boroughs that include the Brooklyn Bridge, Staten Island Ferry, Bronx Zoo, a sunset cruise, Broadway shows, and more.
- Student Development and Activities, Residence Life, and Career and Professional Development host opportunities for students off campus: Broadway shows, local museum exhibits, site visits for potential internship locations, etc.

Year Three Priorities for Pillar I

Priorities include:

- Continuing to build out Social Justice Seminars and pursuing opportunities to embed social justice in upper-level MMC Seminars;
- Working with departments to continue embedding social justice across major curricula;
- Continuing to support the Department of Politics & Human Rights in sponsoring the Social Justice Academy;
- Collaborating to find a bridge with the Social Justice Academy and the Intercultural Center Social Justice Ambassadors;
- Continuing to pursue opportunities to bridge social justice and the creative arts, including in programming sponsored by The Judith Mara Carson Center for Visual Arts;
- Supporting the Center for Health, Human Development, and Creativity in its focus on bridging science, health, and creativity;
- Focusing on critical/creative intersections in teaching and scholarly/creative work through appropriate forums, including Faculty Development Workshops and C-TIE events;
- Continuing to support initiatives that bridge MMC's 71st Street campus with the Bedford Hills and Taconic College Programs;
- Revisiting the scope and implementation of the NYC Seminar in light of its transition to a general education requirement;
- Exploring the revival of the Cultural Enrichment Series, encouraging student participation in campus events for credit;
- Further embedding opportunities for NYC-based experiential learning throughout the curriculum and co-curriculum.

PILLAR II STUDENT SUCCESS AND ENGAGEMENT

Goal 1: Recruit a diverse student body and provide all students with the support and encouragement they need to persist through graduation.

Accomplishments to date

- The College is continuing to make progress on recruitment and retention, with spring 2024 accomplishments including a steady retention rate for first-time/full-time students and an increase in the retention rate for all students.
- A cross-divisional and cross-departmental Retention Team was formed in 2022 and is taking a pro-active approach to supporting student retention.
- The College piloted a revised LINK 101 program for Liberal Arts+ students in fall 2023 and relaunched the LINK 101 Peer Leader Mentor Program.
- The position of Coordinator of Faculty Advisement was created to provide faculty and students with additional support.
- The College undertook an audit of recruitment and admissions policies and procedures in light of the recent Supreme Court ruling on affirmative action to ensure that we comply with its requirements while maintaining our commitment to recruiting and retaining a diverse student body.
- Specific accomplishments in the Office of Student Success Advising (SSA) include:
 - Promoting the Assistant Director of Student Success Advising to Director, who now sits on the Students of Concern Committee;
 - Backfilling one Student Success Advisor position and adding an additional position;
 - Hiring an SSA Intern for spring 2024;
 - Creating a multi-media communications plan for sharing advisement-related information in a pro-active and timely way;
 - Launching the “Registration Essentials” Brightspace page to provide students access to updated instructions and other registration-related materials;
 - Increasing collaboration between SSA and Residence Life to promote student outreach through the Residence Halls;
 - Creating new space for Student Success Advising and the Registrar in the Center for Student Services that provides students with a single-point of access to these offices.
- The annual Emotional Intelligence Symposium offers opportunities for students to learn how EQ can support their development and how business leaders use EQ in the workplace, particularly in building their companies. In 2023, the Symposium was combined with the Leadership Summit, with sessions available for student leaders.
- 1-credit on-campus internship program continues to be offered, and stipends are available for participating students
- The First-Year Experience survey was updated and the College is continuing to utilize it and other survey instruments (National Survey of Student Engagement (NSSE), Exit

Survey and Exit Interviews, and Graduation Survey) to assess and improve the student experience.

- Expanded leadership education through a “Leadership and Lunch” series with college administration and a second series on Leadership in Action, with external guests.
- Implemented an initiative to collaborate with faculty members on accessibility of course materials prior to start of semester, where increased need is identified.

Year Three Priorities for Pillar II

Priorities include:

- Increasing international recruitment and relationships;
- Creating more opportunities to recruit from International Baccalaureate (IB) schools;
- Continuing to build relationships and awareness with regional high school counselors;
- Re-scoping The Center for Student Services to support students in financial aid and financial planning;
- Tracking students’ financial status and establishing metrics to measure success in addressing financial constraints that impact retention;
- Increasing presence and awareness of the financial aid cycle to help students continue to persist and become more knowledgeable about paying for college;
- Refocusing Career Launch Academy for specific cohorts, such as HEOP, First-Gen, and senior capstone classes;
- Partnering with Academic Affairs leadership to strongly encourage faculty to engage with CPD for in-class visits and program participation;
- Exploring the feasibility of offering a career readiness course;
- Exploring the possibility of academically required internships and/or external practicums;
- Increasing developmental and logistical support to assist students in hosting popular programs that are traditionally student-led and see the most engagement from underrepresented groups, such as the Black History Month Showcase.

PILLAR III EQUITY, DIVERSITY, AND INCLUSION

Goal 1: Sustain and expand the efforts of the President's Council on EDI to promote equity, diversity, and inclusion across the College.

Accomplishments to date

- Accomplishments of the President's Council on EDI include:
 - Expanding faculty of color serving on the Council;
 - Hosting gatherings to celebrate faculty of color in fall 2022 and fall 2023;
 - Outreaching to academic departments to review and assess progress on their EDI-related goals and the explore strategies for strengthening their EDI commitments;
 - Creating and conducting a college-wide EDI Campus Climate Survey in spring 2023;
 - Analyzing EDI Campus Climate Survey data, including an in-depth qualitative analysis of responses to open-ended survey questions;
 - Presenting results to various constituencies, including Committees of the Board of Trustees, the Cabinet, and faculty, staff, and students at a series of Town Hall meetings;
 - Making the results of the EDI Climate Survey open and available on the MMC website;
 - Conducting focus groups with students, faculty, and staff, including two special sessions for faculty of color and students of color, as informed by the outcomes of the Spring EDI Survey;
 - Supporting the Theatre Arts department's restorative justice program and expand it to other departments, including Communications & Media Arts in 2024;
 - Providing EDI training for Peer Leaders (PL) and Resident Assistants (RA);
 - Developing and delivering a Transformative Justice Workshop for incoming first-year students during Welcome Week Orientation;
 - Developing and presenting in-class EDI workshops in all fall 2023 LINK 101 sections.

- Additional accomplishments in support of equity, diversity, and inclusion include:
 - Continuing to emphasize diversity as part of the FT faculty search process;
 - Hosting a session for faculty on restorative justice through the Center for Teaching Innovation and Excellence (C-TIE);
 - Increasing collaboration between the Office of Disability Services and faculty on strategies for supporting students with disabilities;
 - Offering Ability Zone training workshops for Student Life colleagues to promote allyship with the disability community at MMC;

- Hosting a joint tabling event with the Office of Disability Services and the Counseling and Wellness Center to provide students with strategies for reducing test-taking anxiety;
- Expanding support and programming for first-generation students, including hiring and training First Gen Guides, which resulted in MMC being identified as a First-Gen Forward Institution by the National Association of Student Personnel Administrators (NASPA);
- Creating Intercultural Center Peer Mentors who provide additional support for first-generation and international students;
- Providing EDI-focused student programming throughout the academic year;
- Increasing recruitment activities at high schools in lower-income areas to promote MMC, in general, and the Higher Education Opportunity Program (HEOP), in particular, and updating recruitment materials to support these efforts;
- Utilizing upgraded digital screens to celebrate diversity at MMC and beyond.
- Installed digi-screens across campus which have expanded opportunities for self-initiated learning. Slides are posted during heritage months, religious holidays, to honor noted activists, etc.

Year Three Priorities for Pillar III

Priorities include:

- Continuing to prioritize and support the Higher Education Opportunity Program (HEOP);
- Continuing to build collaborations between the Admissions Office, local high schools, and other organizations to maintain and expand diversity of the student body;
- Incorporating EDI-focused questions into the First-Year Student Survey and other survey instruments;
- Reviewing and revising the Student Course Evaluation with the goal of having a more equitable instrument that raises awareness about implicit bias;
- Ensuring the First Gen program is set up to begin in summer 2024 and continuing to strengthen other opportunities to support first-generation students;
- Exploring options for restarting the Social Justice Ambassadors program;
- Enhancing the partnership between the Intercultural Center and the President's Council on EDI;
- Offering additional Zone trainings (Diversity, Ability, and Safe) workshops for students, faculty, and staff;
- In the Office of Disability Services (ODS):
 - continuing to host events to increase visibility of resources available through ODS;
 - initiating student internship/student ambassador opportunity to promote dialogue on accessibility goals across the MMC community;
 - continuing focused collaboration with faculty on course material accessibility and drawing on universal design principles when building courses.

PILLAR IV OPTIMIZATION OF RESOURCES

Goal 1: In support of the College's educational mission as envisioned by the Academic Strategic Plan and associated functional area plans, pursue strategies for ensuring sound fiscal stewardship, making optimal use of current resources and identifying priorities for strategic investment.

Accomplishments to date

a. Ensuring sound fiscal stewardship

- The budget development process for FY23, FY24, and FY25 prioritized balancing containing costs, reducing the structural deficit, and making key investments to support student learning;
- The Facilities team implemented deferred maintenance projects from the capital reserve schedule, resulting in a reduction in deferred maintenance from \$2.9MM to \$1.7MM;
- Institutional Advancement completed several key initiatives aimed at enhancing its fundraising efforts, including:
 - completing an Alumni and Family Engagement Plan;
 - optimizing the donor database, with best practices developed and implemented for maintaining and utilizing it;
 - developing metrics for tracking progress on donor retention and fundraising growth;
 - hiring a part-time stewardship coordinator with the goal of providing more frequent and detailed reporting to donors.
- To support the College's recruitment efforts, the Marketing and Communications team collaborated with the Admissions Office to develop updated enrollment marketing assets.

b. Making optimal use of current resources

- Improvements in HR practices focused on streamlining work and improving efficiencies. These included:
 - rolling out new guidelines for hiring managers to reduce recruitment time and clarify roles in the recruiting process;
 - rolling out training for administrative assistants on the hiring process;
 - working with all department heads to implement a revised performance management process;
 - planning for the roll out of an automated hiring process in summer 2024.
- Cabinet reviewed and updated flexible work arrangement policies to optimize benefits of flexibility for the College and employees;

- The Director of Emergency Management and Campus Safety worked with Cabinet to update the Emergency Management Plan and to resume emergency management tabletop exercises.
- IT completed the Strategic Technology Plan and made progress on several key initiatives, including:
 - collaborating with various offices to develop a strategic reporting dashboard, which is in the final phases of implementation;
 - working with the Facilities teams to complete the wireless network upgrade project in all campus buildings, which included deploying new access points throughout the campus and residence halls;
 - continuing to enhance network infrastructure and security.

c. *Identifying priorities for strategic investment*

- The AVP/Chief Operating Officer and the Director of Campus Planning + Design worked with all stakeholders to complete a final draft of the Campus Master Plan, which is in the process of final review and approval.
- The Director of Campus Planning + Design overhauled the Capital Project Request Process, which included creating the Capital Planning Committee to receive and review requests from across campus and to make recommendations to leadership.
- The Director of Emergency Management and Campus Safety collaborated with Facilities on several security-enhancements at the main entrance and other critical campus areas, including a redesign of the main entrance of Carson Hall and deployment of weapons-detecting technology at ticketed theatre and dance events as an additional security measure.
- The Marketing and Communications team is continuing to develop a comprehensive marketing framework for the College.

Year Three Priorities for Pillar IV

Priorities include:

- Continuing to execute the annual budget development process and enhancing the process by automating data collection;
- Relaunching the multi-year budget planning approach and updating the process annually to ensure the most efficient and accurate use of resources;
- Continuing the rollout of an automated hiring process and identifying and evaluating other areas in HR for automation and consolidation;
- Evaluating processes and workflows related to faculty recruitment and use of e-verify for I-9 verification;
- Evaluating the effectiveness of remote work arrangements and codifying in-person, remote, and hybrid work expectations into position descriptions and job duties;

- Implementing additional trainings for managers on effective performance evaluations and the performance management process, prioritizing managers who are new to the College or recently promoted to manager positions;
- Completing upgrades of the physical security infrastructure;
- Developing a Quick Reaction Guide to expedite responses to critical incidents;
- Continuing to reduce deferred maintenance through strategic implementation of the deferred maintenance plan with a focus on sustainability-related projects in anticipation of the Climate Mobilization Act;
- Continuing to standardize capital projects planning and the annual budget development process through the Capital Planning Committee;
- Successfully executing facilities projects that align with the Strategic Plan and Campus Master Plan and that prioritize enhancing the student experience and increasing student satisfaction;
- Continuing to improve IT security to align with National Institute of Standards and Technology (NIST) standards and ensuring compliance with appropriate regulatory bodies and local, state, and federal law;
- Implementing system encryption on network resources to help reduce the chances of a data breach;
- Reviewing vacant positions in the Office of Institutional Advancement, with the goal of doing strategic hiring in support of high-priority areas (i.e., foundation relations, the annual fund, and planned giving);
- Creating a Communications and Marketing Impact Report that will be used for both Institutional Advancement purposes and enrollment marketing;
- Aiming to bring more digital marketing in house, use data more robustly to inform marketing and communication strategies, sustain positive relationships with various constituencies, and steward the MMC brand through a changing higher education landscape.