



# Manhattanville 2027 Valiant by Design Strategic Plan 2022-2027

Focus on Student Achievement  
Commitment to Inclusivity and Social Mobility  
Enhancing Manhattanville's Profile









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## College Mission

The mission of Manhattanville College is to educate students to be ethical and socially responsible leaders in a global community.

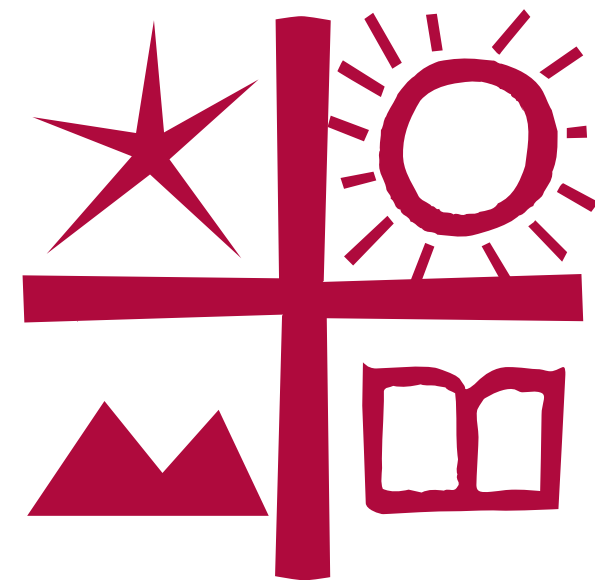
We are committed to:

- Ensuring the intellectual, ethical, and social development of each student within a community of engaged scholars and teachers.
- Encouraging each student to develop as an independent and creative thinker in pursuing career and personal goals.
- Providing a diverse, inclusive, and nurturing environment, which develops in each student a commitment to service and leadership within a global community.

## Our Values Include

As symbolized by the college seal, the core values of Manhattanville College include:

- Academic excellence and a respect for intellectual inquiry – symbolized by the book.
- Enlightenment, development of the whole person – mind, body, and spirit – in an atmosphere of responsible freedom – symbolized by the sun.
- Manhattanville's quest to build a nurturing, caring community, founded on mutual respect and personal accountability – symbolized by the star.
- The challenge to our students to make the world a better place through responsible social action – symbolized by the mountain.
- The crossroad connecting the four values is an emblem of the paths that meet at Manhattanville to bring together students and faculty from all parts of the world.





# Manhattanville College 2027 Vision

Manhattanville College will be a nationally recognized higher-education institution distinguished for:

- providing access to educational excellence and preparing our graduates for an increasingly complex global society.
- creating transformative opportunities for all types of learners.
- instilling the principles of diversity, equity, inclusion, and social justice in all we do.

## Manhattanville College 2027 Plan Overview

To achieve this vision of Manhattanville College 2027, three goals will drive the College's strategic planning for the next five years:

- Construct a model for long-term viability that centers our commitment to providing a transformative education, grounded in a solid liberal arts foundation with a strong presence in the professions for undergraduate, graduate, and lifelong learners.
- Acknowledge and adapt to meet the needs of our students, help them make connections to the College, and prepare them to live successful, fulfilling and engaged lives in an increasingly complex global society.
- Create a work environment where employees across all areas are engaged, supported, appreciated, have opportunities for professional development and career growth, and feel empowered to affect positive change within the Manhattanville community.







# Background and Rationale

As we look to adopt a new strategic plan, we reflect on recent changes at Manhattanville, many of which were enabled by successes of the 2017-2020 Strategic Plan. That prior strategic plan was extended to continue throughout the development of the 2022-2027 plan, intentionally providing time for us to complete our Middle States self-study prior to developing a new Strategic Plan.



Manhattanville College was recently ranked as the top private, non-profit school in its category for Top Performers of Social Mobility by the 2022 Best Colleges rankings issued by U.S. News & World Report. This means that Manhattanville students who are Pell grant recipients have higher graduation rates than Pell recipients at other institutions of higher education. This ranking represents the ultimate goal of any institution of higher education, to change and transform lives. Manhattanville has a long tradition of commitment to underserved students and to providing pathways to student success. Current programming includes our Mville First program, a college success scholarship program for first-generation college students, and our Manhattanville Achievement Program, a need-based program that provides access to an affordable education with on-campus support for economically disadvantaged students. Our Pathways and Connections Program and our Valiant Learning Support Program provide students with different learning abilities the support they need to transition and integrate into the College community and assist college-ready students to navigate the academic challenges of the college curriculum. Our Changing Suburbs Institute is a grassroots school-university-community collaborative, dedicated to ensuring that practicing and prospective teachers are prepared to teach the increasingly diverse student population in suburban school districts. Most recently, Manhattanville was designated as a Hispanic Serving Institution (HSI), reflecting that twenty-nine percent of undergraduate Manhattanville Valiants identify as Latinx.

We are proud of these recent achievements, because Manhattanville has long embraced and valued diversity and inclusion throughout our history. In 1938, then Manhattanville College president, Mother Grace Dammann, offered a passionate defense of the decision to admit the College's first African American student. Her address, "Principles versus Prejudices" condemning racial discrimination remains a defining characteristic of who we are and what we strive to be. We maintain an unwavering commitment to continually developing a community where diversity is embraced, inclusiveness is practiced, and equity is intentionally sought. Our community is enriched

by diversity in all its forms including identity characteristics such as age, disability, sex, race, ethnicity, religion/spiritual tradition, gender identity and expression, sexual identity, different learning abilities, veteran status, job status or socioeconomic class, nation of origin, documentation status, personal appearance, and political beliefs. Simply put, we are better because of the talents and experiences of our diverse community. This 2022-2027 Strategic Plan establishes a roadmap for our next 5 years, building on our successes and growing our commitment to providing access to transformative educational excellence in a diverse and inclusive community.

In the spring of 2021, in the midst of the COVID-19 pandemic, Manhattanville College submitted its Self-Study report to the Middle States Commission on Higher Education (MSCHE). This Self-Study was the result of a multi-year, institution-wide reflection on Manhattanville College, how we enact our mission, and on our institutional priorities of raising student achievement, fostering a community committed to inclusivity, and enhancing Manhattanville's profile. As we reflected on our past, we also dealt with our present reality of living, teaching, and learning during a pandemic, forcing us to examine new formats for teaching, learning, and even communicating with each other. Amid the stresses of the pandemic, the divisions of race and wealth were exacerbated, revealing how our students, staff, faculty, and alumni/ae of color have been doubly affected. Our students and alumni held us accountable, asking what we will do to ensure our mission for our students and alumni. As an institution, Manhattanville responded by appointing a Chief Diversity Officer, who then created the Diversity, Equity, and Inclusion Council which includes students, alumni, faculty, staff, and administrators. The President along with the Chief Diversity officer, Cabinet, and the DEI Council worked together to create the Roadmap towards Achieving Racial Equity and Inclusion, a plan to move forward. The College has since held its first annual DEI conference and mandated racial bias training for faculty and staff, demonstrating a commitment to improving ourselves and our community. This ongoing work continues with support for faculty to examine and revise curricula, and staff reviewing and revising policies and procedures. We have come a long way, we have further to go, and we will persist in this essential work; we pledge to continue to listen carefully to our students and learn from their experiences.



Our Self-Study demonstrated that even during chaotic and stressful times, the enduring strength and dedication of the college faculty, staff, and administrators resulted in significant accomplishments, many of which were the result of our 2017-2020 Strategic Plan. Recent changes made at the institution include:

- The design and implementation of a new General Education curriculum for undergraduates and the approval of an “experiential learning” requirement in the School of Arts and Sciences to go into effect in Fall 2022.
- The opening of the School of Nursing and Health Sciences.
- The summer 2020 COVID class, “Manhattanville Together ... at a Distance” for incoming undergraduate students.
- The revision of numerous programs in the Arts and Sciences, including the Natural Sciences, Sport Studies, and Art History.
- The introduction of Bachelor of Science (BS) programs in the sciences and a new Data Science major.
- The completion of the first round of the Institutional Effectiveness Review of Academic Programs process.
- Professional development for School of Education (SOE) faculty for on-line teaching to meet student demand.
- Multiple new partnerships for School of Education programs.
- Approval of Social-Emotional Learning and Whole Child Education programs in SOE.
- Approval of the BS Radiological Technology, Master of Science in Nurse Leadership, and Family Nurse Practitioner programs in the School of Nursing and Health Sciences.
- Development of a data-driven Office of Institutional Research.
- Development of Manhattanville First Generation Program.
- Development and implementation of a remote work policy.
- Designation as a Hispanic Serving Institution.
- The creation of the Manhattanville Roadmap towards Diversity, Equity, and Inclusion.
- The graduation of the first class from the second-degree BS in Nursing program.
- The recent Collaboration Agreement with the New York Institute of Finance, which will likely bring back more international students to campus once the borders open again.

The Self-Study report, the subsequent MSCHE virtual Team visit with our community, the MSCHE team affirmation of our report, and the resulting reaccreditation of the college all affirm that we are an institution that holds our mission as a central ideal that we continue to strive toward, with continued quality and improvement. Our Self-Study was an important reference and guide as we developed a new Strategic Plan, as it revealed important institutional trends such as declines in our undergraduate residential population, increases in commuter students, and the desire to learn online from our graduate students. These trends, which mirror those at similar institutions across the United States, particularly in the Northeast, provide specific direction for our Strategic Plan, pointing to the need to diversify the type of student that Manhattanville can serve, offering a wider variety of programs beyond the liberal arts, and programs tailored to adult learners as well as determine alternate uses of space and replacement revenue to address shifting student populations.

As we look to continue to diversify our student population, adults who have not attended college or who have not completed a college degree present a significant potential population. The National Student Clearinghouse Research Center (NSCR) has reported that 36 million adults have some college but no degree.<sup>1</sup> NSCR reports that approximately 10% of these adult learners have potential to complete their degrees, and 8% of these adult learners reside in New York, New Jersey, or Connecticut. These data indicate that there is a strong need for higher education specifically tailored to adult students who wish to update or enhance their skills, an opportunity to further impact social mobility by providing the tools and access to complete a degree, certificate program, or other credential.

<sup>1</sup> <https://nscresearchcenter.org/some-college-no-degree-2019/>



The Manhattanville 2027 vision requires increased partnership and collaboration with our neighboring communities, and an understanding of Westchester's needs, strengths, and challenges. According to data published by the New York State Association of Training and Employment Professionals (NYSATEP), the largest sectors for jobs in the Hudson Valley are: Healthcare, Government, Professional Services, Finance and Insurance, and Retail. The NYSATEP expects that new legislation will lead to job growth in Clean Energy and there is predicted growth in roles that support e-commerce and healthcare fields. The Bureau of Labor Market Information has identified the industries of Financial Activities, Educational Services, and Health Care as "significant" due to rapid growth and high wages. Our School of Nursing and Health Sciences, our innovative Center for Design Thinking, and our recent agreement with the New York Institute of Finance position Manhattanville to play an important role in supporting these growing industries. They also create opportunities for partnership and collaboration connecting our students' education with business and industry. One of the most impactful ways to connect the classroom with career is through experiential learning. Experiential learning has significant positive impacts on all students, and research has shown that students of color typically benefit even more from these experiential learning activities than their white peers, providing students with access to opportunities that may expand career aspirations, enhance the ability to navigate professional environments, and create networking and mentoring relationships, all essential to a student getting their first post-degree job. This strategic plan will help to move that commitment to our students and alumni forward.

We are excited to present our 2022-2027 Strategic Plan. Below we outline our goals and objectives, the strategic initiatives that we will undertake to meet our vision for ourselves. This Plan will move Manhattanville toward becoming an institution known for meeting our students where they are and through coursework, connections, and experiential learning, preparing them for success and upward mobility in an increasingly complex global society.





# The Manhattanville College 2022-2027 Strategic Plan





# 1. Construct a plan for long-term viability that centers our commitment to providing a transformative education, grounded in a solid liberal arts foundation with a strong presence in the professions for undergraduate, graduate, and lifelong learners.

## Objectives:

- Increase strategic external collaborations with other institutions, both within and outside of academia. This includes, but is not limited to, diversifying and growing the institution's funding sources by pursuing connections to foundations, and by developing programs that attract new student populations to the college.
- Provide a nimble curriculum that meets the expectations of future students and is guided by an understanding of shifting demographic trends and labor market demands.
- Prioritize the creation of institutional branding that highlights the successes of our student-centered approach as well as the College's continuing success in social mobility and in assisting students in launching successful professional careers or enrolling in a graduate program of their choice.
- Plan for short and long-term growth by developing strategic recruitment and enrollment models reflective of the shifting demographics. This includes deliberately planning to recruit and serve adult learners, commuting undergraduates, and distance learners, among other populations.
- Respond to enrollment shifts using predictive budget models that analyze revenue at various commuter/residential ratios.
- Increase operating efficiencies and develop resource distribution priorities through the full implementation of the Institutional Effectiveness Plan and continued use of the Institutional Effectiveness Review.
- Continued commitment to student social mobility.
- Prioritize collaborations and programming that contribute to growth in student support as a Hispanic Serving Institution (HSI), and opportunities for first generation students.
- Efficiently and effectively meet the needs of our diverse students and employees by developing an institutional master plan for the use of space, prioritizing projects that promote long-term success of the College.
- Align improvements with environmental sustainability initiatives when possible.

## Progress towards these Objectives will be measured by outcomes and indicators that include but are not limited to the following:

Enhanced brand awareness.

- Increased traffic and engagement across all College digital platforms.
- Use of clear, concise, and consistent messaging across all College communications highlighting our key pride points.
- Dedicated expansion in the use of the word "Valiant" in marketing literature and communication to the community-at-large.
- Investment of budget in institution-wide marketing initiatives.

Diversified and increased funding sources.

- Enrollment in new or revised programs.
- Revenue from new or revised programs.
- Growth in auxiliary revenue areas.
- Endowment.
- Fundraising.

Improved efficiencies in institutional operations.

- Instructional costs Administrative costs.
- Student to faculty/staff ratios.
- Review of contracts for outsourced services.

Increased diversity within the student body.

- Demographic comparisons to previous classes.

Developed institutional masterplan.

- Rubric for assessing success of changes.
- Space utilization.
- Student and employee satisfaction with their spaces.

Regular evaluation of enrollment and academic programs.

- Headcount within program.

Interest of prospective students.

- Percentage of change of student enrollment within program.
- Percentage of residential students/commuter students in program.
- Net tuition/revenue inclusive of tuition discounts in program.
- Net margin of program – net revenue less expenses.

Development of innovative academic programs to attract new students.

- Growth in applications and enrollment.
- Project revenue - Cost of startup.
- Projected enrollments based on market analysis.



**2. Acknowledge and adapt to meet the needs of our students, help them make lasting connections to the College, and prepare them to live successful, fulfilling and engaged lives in an increasingly complex global society.**

**Objectives:**

- Strengthen the sense of community and belonging by evolving to meet the needs of today’s diverse students, acknowledging and responding to the reality of their complex lives.
- Create an environment that encourages healthy behavior and wellness.
- Using data and assessment processes, improve student satisfaction, retention and graduation rates, and close gaps in student achievement across all programs for all students.
- Ensure that staffing, facilities, and other resources are appropriate to support the various needs of students, including by making space accessible.
- With the Center of Career Development as a nucleus, build and integrate equitable programming and opportunities across the liberal arts and professional schools and create intentional connections between classroom, co-curricular experiences, career, and life after Manhattanville to ensure career-readiness and employability.
- In response to our increasingly diverse students, emphasize the importance of inclusive classrooms, curricula, faculty-student mentorship, and other learning opportunities by supporting faculty development and celebrating successes.
- Increase alumni engagement, through involvement both inside and outside of the classroom, recruitment outreach, mentorship and giving, in the life of the college.
- Revisit the college mission to ensure that the College values of diversity and inclusion are adequately represented in the mission statement.

**Progress towards these Objectives will be measured by outcomes and indicators that include but are not limited to the following:**

An articulated retention strategy to improve student outcomes.

- Retention rate.
- Internship rates.
- Participation in student mentoring activities.
- Event attendance.
- Student Engagement.
- Student Satisfaction.
- Graduation rates.
- Equity audit results.
- Climate survey results.

Excellence in academic programs.

- Peer teaching observation results.
- Course evaluation scores.
- Scores on exams that lead to credentials.
- Program external evaluations.
- Accreditation and reaccreditation reviews.
- Professional association recognition.

Use of space to promote community and meet the needs of all students.

- Availability and utilization of community spaces, including Reid Castle.
- Outdoor performances and exercise opportunities.
- Availability of amenities to enhance the experience of commuter students.
- Assessment of how use of space supports programming objectives.
- Student satisfaction with spaces.

Provide adequate staffing and training to support student needs.

- Staffing ratios.
- Professional development around student needs.
- Employee satisfaction.

Increased sense of belonging reported by students.

- Student satisfaction.
- Change in student retention.
- Climate survey results.
- Enrollment trends.

Excellence in collaborations and co-curricular experiences, i.e., living up to the mission, preparing for a meaningful career and life.

- Employment after graduation.
- Internships.
- Volunteering/Service Learning.
- Employer partnerships.
- CCD first destination survey data.
- Student Engagement survey data.

Alumni participation.

- Alumni giving.
- Alumni attendance at events.
- Alumni participation in service.
- Alumni engagement in courses/offices.

An updated mission statement vetted by campus constituencies, specifically addressing concerns raised about diversity and inclusion.



### 3. Create a work environment where employees across all areas are engaged, supported, appreciated, have opportunities for professional development and career growth, and feel empowered to affect positive change within the Manhattanville community.

#### Objectives:

- Provide varied internal and external opportunities for professional development and career advancement of faculty, staff, and administrators on a dependable schedule.
- Create opportunities for both formal and informal gatherings blending faculty, staff, students, administration, alumni and Board members to foster a sense of purpose, belonging, and community.
- Strengthen support and professional learning for staff and faculty working with students with diverse and changing needs.
- Increase a sense of respect, fairness, and value among our employees through the creation and implementation of a plan for employee hiring and retention.
- Use of performance reviews and other measures to rectify inconsistencies and inequities in staffing, workload, compensation, and retention across the institution.
- Address the need for diverse representation reflective of the student population by implementing strategies for recruiting and retaining diverse candidates.
- Maximize operational efficiencies in policies, processes, and systems through the use and application of the Institutional Effectiveness Plan.
- Empower employees by encouraging collaboration and lateral communication.
- Foster an environment where sharing information is the norm, and where staff are aware of decision-making processes.
- Continue community conversations to review and revise shared governance structures and processes, including participation, expectations, and decision-making roles. Update faculty bylaws to reflect this more efficient and impactful new structure.
- Support the development of faculty research, both within their academic disciplines and within the Scholarship of Teaching and Learning, that is visible/influential beyond the college.

#### Progress towards these Objectives will be measured by outcomes and indicators that include but are not limited to the following:

Improved staff and faculty satisfaction and retention.

- Survey and climate survey data.
- Employee retention.
- Assessment of salary structure.

Increase in professional development opportunities and growth in participation.

- Number of relevant symposia, workshops, seminars, trainings.
- Attendance at professional development opportunities both on-campus and off.
- Employee Satisfaction survey data.
- Consistency in scheduling of opportunities.

Improved hiring and onboarding processes.

- Assessment of standardized onboarding process.
- New employee satisfaction survey data.
- Improved timelines of processes such as posting listings.
- Employee retention.

Complete implementation of review cycle for institutional policies.

- Increased adherence to established policy review schedule.
- Increase in up-to-date policies.
- Increased awareness of policies and procedures.

Faculty Research.

- Scholarly outputs (publications, conference presentations, performances).
- Community outreach activities by faculty.
- Media coverage.
- Research funds.
- Travel funds.

Campus Events calendar.

- Event Attendance/Participation.
- Creation and meetings of a calendar committee.





# Synopsis of Manhattanville Strategic Plan 2017-2020

In his 2016 inaugural address, President Geisler laid out five destinations for the future of Manhattanville that were then incorporated into the latest strategic plan, strengthening and expanding our mission.

## **Goals and Successful Implementations of the 2017-2020 Strategic Plan**

*Goal 1: Manhattanville will be at the forefront of individual liberal arts and professional education that equips students with the skills to be effective and collaborative contributors in the global community.*

- Revised the First Year Seminar program, with an emphasis on supporting student transition to college and the College mission.
- Revised General Education Program with the appointment of a Program Director.
- Expanded the Atlas program.
- Enhanced Global and International Studies major.
- Reconfigured the Academic Advising Office and processes.
- Established the Center for Design Thinking (renovating a building in the process) and appointed the Associate Provost for Academic Innovation and Design Thinking.
- Filled new position in the Center for Career Development to enhance employer relations.

*Goal 2: Manhattanville will be widely recognized as a destination for scholarly and academic excellence.*

- Funded opportunities to send faculty to professional conferences to present on our innovative and signature programs such as our new First-Year Seminar, our Atlas program, and our Design Thinking Initiative.
- Revised the General Education program to be more responsive to student needs.
- Developed new graduate programs in our School of Education including the MAT in Computer Science Education and the online component of the Dissertation Completion Pathway for our EdD in Educational Leadership, both with new hiring lines.
- Established a new, in-house Communications and Marketing department with the creation and appointment of an Assistant Vice President role to oversee the team. Progress has been made in external communications as well as a much stronger presence on social media.



*Goal 3: Manhattanville will enable students to make connections and build bridges: within the College, beyond its walls, and to the world.*

- Created Center for Design Thinking with opportunities for students to work cooperatively with community organizations to address problems that they would like to solve.
- Developed courses in the Atlas program that pair students with Manhattanville alumni to aid in the exploration of career goals.
- Adopted Handshake, an online career platform connecting students and alumni to job postings, internships, resources and employers.

*Goal 4: Manhattanville will be a vibrant and inclusive community of lifelong learners who use ethical and responsible behavior to make a positive difference on campus and in the world.*

- Created the Center for Inclusion, with the development of two positions, the Director and Assistant Director roles. Both have been filled.
- Established the position of Chief Diversity Officer.
- Increased connections with our alumni with respect to Admissions, Center for Career Development, and the Alumni Board.

*Goal 5: Manhattanville will employ strategic financial management focused on growing our revenue from new programs and increased fundraising and leveraging and enhancing existing assets.*

- Created the position of Director of Graduate Admissions.
- Founded the School of Nursing and Health Sciences, the hiring of a Dean, administrative team and faculty (a total of eight positions), New York State approval of three degree programs, and the enrollment of the first three cohorts of nursing students.
- Contracted with New York Soccer Club of Westchester County, resulting in a field renovation, a “bubble” to facilitate indoor athletics activities during winter months (a \$3 million-dollar value) and leasing revenue increasing from \$30,000 to \$50,000 per year over ten years.
- Initiated use of solar panels installed throughout our parking lots leveraging space and saving energy costs.
- Charged with advising the president and the administration, and through the administration the Manhattanville College Board of Trustees, the Advisory Budget Committee (ABC), with representation from faculty, staff and administration, has been revitalized and reorganized to improve representation and collaboration of constituencies and administrative roles.
- Transitioned the SAS from 30 departments to 6 divisions, improving administrative functioning and efficiency, as well as realizing cost-savings.
- Developed and implemented an institutional effectiveness program review process to guide data-driven allocation of resources and move the College toward sustainability of resources for academic programs.





# Development of the Manhattanville 2022-2027 Strategic Plan

## Ongoing development 2018-2019

## 2019 - 2020

## 2020-2021

- Team announced to community.
- Committees began meeting.
- Initial Strategic Planning sessions with BOT.
- Data review by committee.

## 2021-2022

- SP webpage and Blackboard site created.
- Update to BOT.
- Cabinet retreat.
- Drafting of SP.
- Key metrics added.
- Goals aligned with budget requests.

## 2022-2023

- Social Media plan- video detailing new plan.
- Review communication plan for updating and communicating out progress.

## Milestones

Middle States self-study process began in earnest

Middle States reaccreditation. Strategic Planning Committees formed.

miniSCULPT sessions to involve community. Community listening sessions. Draft shared with BOT and community. Final plan approved by BOT.

Website updated and community kept informed about new plan. Social Media plan rolled out. Plan begins to be implemented and scorecard updated.

# Strategic Planning Committee Members

Michael Geisler, President  
 Christine Dehne, Provost (Strategic Planning Chair)  
 Ann Jablonski, RSCJ, Trustee  
 Michael C. Dunn ‘77, Trustee  
 Alice D. Leahey ‘69, Trustee  
 Michael Christian ‘70  
 Nancy Todd, Faculty Chair  
 Ellis Barowski, SOE faculty  
 Orhan Hakli, SNHS faculty  
 Alison Carson, Associate Provost and Director of Design Thinking and Innovation  
 Lisa Rafanelli, SAS faculty  
 Cindy Porter, VP of Student Affairs and Interim Chief Diversity Officer  
 Jean Hall, Interim Vice President for Finance and Operations  
 Jim Russell, CIO and Vice President for Digital Strategy and Planning  
 Christine Farrugia, Director of Assessment and Accreditation  
 Jessica Cox, Program Specialist Counselor/ Staff Council President  
 Tessa Rothwell ‘22  
 Loren McDermott Ciardullo, Special Assistant to the President (ex officio)





