NYACK COLLEGE STRATEGIC PLAN 2009 - 2012
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PART I

Planning Assumptions

Guiding Vision for the Strategic Plan

With the beginning of the university model in 2003, the underlying foundation for the strategic plans that have been formulated since that date has been the President’s vision that Nyack College would apply for university status at some point in the second decade of the new century. The vision of President Scales has firmly committed the institution to this path. This trajectory has been enthusiastically supported by the Board of Trustees since the beginning of Scales’ presidency and has wide ranging support among faculty and the many constituencies of the College. Indeed, President Scales’ vision calls for university status by 2015. The following is the Vision Statement crafted by the President and approved by the Board:

Nyack College seeks to be a Christ-centered university committed to educating and empowering students who will serve, heal, teach, build and transform individuals and communities worldwide.
Mission

The mission statement of the institution, which is foundational to the plan and within which this vision operates is as follows:

Nyack College, a Christian and Missionary Alliance educational institution, through its undergraduate, graduate and seminary programs, pursues its historic mission of preparing men and women to “take the whole Gospel to the whole world.”

Values Foundational to the Plan

The Core Values of the College are foundational to the goals of the strategic plan:

Nyack College seeks to exalt Jesus Christ and fulfill its mission by being:

1. Academically Excellent: Pursuing academic excellence in the spirit of grace and humility.
3. Intentionally Diverse: Providing educational access and support to motivated students from diverse socio-economic backgrounds.
4. Personally Transforming: Emphasizing the integration of faith, learning and spiritual transformation.
5. Socially Relevant: Preparing students to serve in ministerial, educational, healing and community-building professions.

In addition, it is essential that these Core Values fully inform the “spirit” of the plan, setting a tone in such a way that the Plan is distinctly Nyack in its outlook and thrust. The following institutional Goals grow directly out of the Core Values:

Institutional Goals

- To enhance and affirm Nyack’s academic quality;
- To expand Nyack’s historic commitment to global service;
- To continue Nyack’s role as a leader in providing educational access;
- To foster an experiential learning environment that teaches community transformation;
- To emphasize the integration of faith, learning and transformation;
- To attract and develop support to fulfill Nyack’s Vision.
Imperatives

In light of the above vision, Core Values and factors that have shaped and continue to shape the development of the academic program at Nyack, the following is a list of imperatives that an emerging Nyack University would possess:

1. A commitment to academic excellence;
2. A diverse student body committed to serve others;
3. A learning environment with undergraduate and graduate opportunities;
4. A faculty with the highest credentials and a diversity of experiences and backgrounds;
5. Academic programs that teach the Core Values;
6. Academic facilities appropriate to the learning environment;
7. Community life that fosters the Core Values.

External and Internal Factors Shaping the Plan

The strategic plans developed since 2003 have been guided by a number of considerations external to the institution or resulting from significant changes at the institution.

1. First, in the State of New York, in order to apply for university status, colleges must offer at least three doctoral programs. Central then to the various plans formulated since 2003 has been the need to develop three doctoral programs. Moreover, the State Education Department’s regulations continue to play a key role in shaping the overall strategic plans.

2. Second, the university model itself has also shaped the goals of these plans since instituting this structure has had wide-ranging effects on the administration and governance of the institution, effects that continue to have ramifications even today. In essence, the College has merged four very separate entities: the traditional undergraduate campus in Nyack, the seminary, the adult degree completion program and the campus in New York City. The continuing need to have these entities function as one institution while respecting valuable traditions of each of these entities guides the formulation of the strategic plan even today.

3. Third, the strategic plans have been guided by the new Middle States Commission emphasis on assessment. The implications of the new assessment needs are also wide-ranging and only now are beginning to impact the institution in terms of curriculum and faculty. In fact, it would be safe to say that the implications of this new direction are not yet fully known and so assessment needs will begin shaping larger portions of the plans from this point forward.
4. Finally, the strategic plans have needed to take into account the incredible growth that the College has undergone since the beginning of the Manhattan campus and the start of non-theological master degree programs in 1998. The institution has more than doubled in size since that time and this in turn has had a dramatic effect on the shape of the plans. The following SWOT analysis spells out in greater detail those factors that currently impinge upon the College.

**SWOT Analysis**

**Strengths:**
- Heritage and History
- Reputation with NYC Churches
- Breath and Depth of Academic Programs
- Specialized Accreditations in Professional Programs
- Emphasis on Global Service Learning
- Contextual and Relevant Education
- City Campus as the only Regionally Accredited Christian College in NYC
- One of the Largest Seminaries in the Country
- Faculty – Size, Training, Experience
- Character of Personnel: Risk Takers and Doers
- Continuity of Leadership
- Two Campuses in Prime Location(s) – Hudson River Valley, NYC
- Two Extension Sites in prime Locations – Washington, D.C., San Juan
- Proximity in NYC to a strong multi-ethnic local church movement
- Diversity of Students and Faculty – Ethnicity, Gender, Denominational, Age, Socio-economic, Geographic
- Authentic and Living Spirituality Found in Students and Faculty
- Institution Embodies the Core Values
- Climate of Hope
- Denominational Financial Support
- Low Debt
- Sellable Real Estate Equity
- Educational Access – Price and Cost
- Defined Goals in Place

**Weaknesses:**
- Accumulated deficits
- Poor Cash Position
- Limited Resources
Planning Assumptions

• Extreme Tuition Driven Requirements of Business Model
• Size of Endowment Compared to the size of Operations
• Age of Facilities
• Multiple Campuses Requiring Staff Duplication
• Cost of Living in the Area
• Low Alumni Giving and Support
• Historic Turnover of Fundraising Personnel
• Small Number of Major Donors Related to the Size of the Institution
• Lack of Depth in Relationships with Significant Supporters
• Lack of Academic Research
• Poor Academic Reputation
• Transition of Institution and its impact on Traditional Constituents’ view of race and gender
• Lack of Vibrant Local Church in Nyack
• Inability to Maintain, Capitalize, and Expand the C&MA Relationship
• Internal Leadership Development is Haphazard
• Participation and Engagement by the Seminary Faculty
• Limited Exposure to and Engagement with the Broader Educational Community

Opportunities:
• Develop and Provide Leadership for the Emerging “New” Evangelical Community
• Create opportunities for our faculty “Voices” to be heard beyond Nyack College
• Engage ideas in the public forum
• Develop Relationships of Significance
• Packaging and Promoting the “Story”
• Institutional Name Change
• Redefine the Institution
• Create unique educational opportunities at the DC and PR sites
• Defining our Student Market
• Expand Alliance Theological Seminary to other Denominations
• Translate strengths/core values into Educational Programs
• Codify Core Values for external promotion
• Form an Institute that develops, enhances, and promotes the Core Values
• Hone faculty into a dynamic unit
• Purchase NYC Building to strengthen campus
• Build new campus in Nyack, NY
• Use technology to expand unique educational experience of Nyack College
Threats:
External
- World Economic Crisis/Challenges
- Loss of C&MA financial resources and support
- Taxes in NYS that impact Cost of Living for Personnel (and possibly not-for-profits)
- Laws related to employment discrimination
- State and Federal Aid Programs – potential reductions in private and faith-based schools
- Attacks from radicals on the left and right
- Lack of flexibility of NYS Department of Education compared to the State Ed Departments of our competitors
- NYC & South Nyack limitations on facility expansion/use
- Localized unaccredited training/Bible Institutes

Internal
- Cash and Debt
- Pricing and Cost
- Federal Department of Education Ratios
- Complacency
- Turnover of key personnel

Planning Assumptions

The basic assumptions that serve as the foundation for the goals and objectives that follow are:

Academic Assumptions:

1. At least two more doctoral programs will be developed in the next six to eight years in order to apply for university status.
2. Nyack will continue to increase the percentage of its faculty with terminal degrees and will continue to increase funding opportunities for faculty scholarship.
3. The institution will continue to hire a richly diverse faculty.
4. Technology in the classroom will play an increasingly important role in teaching and learning environment.
5. Nyack will continue to offer programs to assist under-prepared students while also focusing on developing programs for honors students.
6. Professional degree programs will continue to seek specialized accreditation.
7. Nyack will continue to hire only highly qualified teachers who fully embrace our statement of faith and conduct.
8. The institution will continue to expand its global service learning programs.
9. Student Services will expand to meet the growing needs of each unique population of students served by the institution.
10. Further degree programs with a strong professional orientation will be developed.
11. Alliance Theological seminary will remain a distinct school of Nyack College.

**Enrollment Assumptions:**

1. Traditional fulltime undergraduate enrollment will steadily increase, with more growth at the New York City campus.
2. Graduate and degree-completion enrollment will increase.
3. Competition for students at all levels will increase, requiring further creativity in programming through a variety of learning methods and internet-centered environments.
4. Student persistence and graduation rates will remain challenges for the institution.
5. Access to Nyack’s educational opportunities will require continued high levels of financial aid.

**Fundraising and Development Assumptions:**

1. Nyack College’s immediate and long-term fundraising objectives will be built upon institutional strengths; including Nyack’s historical leadership in preparing graduates for Christian service, its leadership position in serving a multi-cultural student body and the institution’s strategic location as an accredited Christian college.
2. The College will aim to significantly grow resources from philanthropy as it intentionally and determinately connects the board of trustees, alumni, friends, major donors, corporate and foundation partners with opportunities at Nyack that embody a bold vision for the institution’s future and its impact locally and globally.
3. While challenges exist, including competition for limited charitable dollars and changing economic conditions, the College will focus its fundraising efforts on four specific areas; 1) the ongoing development of a major donor program for the purpose of funding critical college programs, services, and capital expenditures 2) the continued development of the President’s Council as an ever expanding source of unrestricted annual support, 3) a strategic public relations awareness program for the College within the communities our campuses are located, and 4) creating a culture of philanthropy within our constituency to foster future planned and legacy gifts for endowments and the long-term financial stability of the institution.
4. The full potential of fundraising success will be determined by the College’s vision for the future and the leadership and active participation of the board, president, administrators, faculty and staff to passionately pursue fundraising and development as an organization-wide embraced activity.

Finance and Operations Assumptions:

1. Nyack College will continue to outsource elements of its internal accounting.
2. A majority of the student population will continue to come from households with adjusted gross incomes of less than $60,000.
3. A majority of the students will come from urban centers and will require significant assistance with executing the financial aid processes required to receive federal and state financial aid.
4. Tuition rates, which have historically been below other Christian colleges in the region, will increase over the next five years.
5. Institutional Aid will increase at the same rate or greater in the traditional undergraduate programs as tuition increases.
6. Nyack College will continue to pay one hundred percent of the health plan premiums for full time faculty and staff.
7. The administration is committed to building several championship caliber athletic programs.
8. Campus security will continue to be outsourced to a professional security company.
9. The priority for campus facility development for the next three years will be focused on the NYC campus.
10. The college will implement a new administrative software system in the fall of 2011.
11. The College will craft annual budgets that contain cash reserves.

The Planning Process: Development and Assessment of the Plan

The Strategic Plan, 2009-2012, was developed by the vice-presidents in conjunction with their direct reports. So the Provost and Vice President for Academic Affairs asked the each dean to develop goals and objectives for his or her school in conjunction with the faculty of that school; likewise, the Executive Vice President and Treasurer, the Vice President for Advancement and the Vice President for Enrollment and Marketing worked with their direct reports to develop goals and objectives for their respective areas; these direct reports worked in turn with their staff on the appropriate goals and objectives. The entire Nyack community then has had a direct hand in helping to shape this new plan. Furthermore, as the plan developed over the 2008-09 year, the Board of Trustees received regular drafts of the plan and the Strategic Planning Committee of the Board has played a significant role in its final shape. In June 2010, the Institutional Assessment Committee will review the Strategic Plan, 2009-2012, and by adding new objectives based on program assessment data, the plan will become Strategic Plan, 2010-2013. Hence the following set of Strategic Goals and Objectives will be more clearly linked to assessment data.
PART II

Strategic Goals and Objectives

Provost’s Office

GOAL 1: Promote the development of a scholarly community through increased faculty publications, research, conference presentations and other scholarly activities.

Objectives:
1. By September 2010, publish an annual online catalogue of faculty scholarly publications and activities.
2. By September 2011, sponsor annually one professional society conference at either the Rockland or New York City campus.
3. By September 2012, increase the number of summer $4,000 research grants from 12 per summer to 16 per summer.
4. By September 2012, budget $800 per faculty member per year for attendance at a professional conference.
GOAL 2: Develop an institution-wide assessment plan that includes updated systems for continuous improvement of all degree programs.

Objectives:
2. By September 2010, publish in undergraduate, graduate and seminary catalogues a brief statement of the knowledge, skills and dispositions that students will acquire in every degree program, and that degree program’s means of assessing the acquisition of the above.
3. By September 2011, publish in the undergraduate catalogue the knowledge, skills and dispositions that students will acquire in the undergraduate Core Curriculum and the means of assessing this.
4. By September 2011, begin implementation of new system of program assessment described in #2 above.
5. By September 2012, begin implementation of new system of Core assessment described in #3 above.
6. By September 2010, the Office of Institutional Research will implement a regular system of graduate/alumni surveys.

GOAL 3: Enhance the pedagogical use of technology in the educational offerings of the institution.

Objectives:
1. By September 2009, install smartboards in classrooms at both campuses for use by history, science and nursing faculties and train these faculties in their use.
2. By September 2011, begin program to train individual faculty to link new technologies with new pedagogical approaches to teaching their courses, especially required courses.
3. By January 2010, develop a plan for online course and program development.

GOAL 4: Develop the institution’s standing as a college and seminary for exceptional faculty and academic support professionals.

Objectives:
1. By September 2011, 80% or more of the fulltime instructional faculty will possess the terminal degree in their field.
2. By September 2009, two-thirds of the fulltime faculty will have submitted their Professional Development Plans to their deans.
3. By September 2010, the new system of online Student Instructional Surveys will be fully operational.
4. By September 2012, the current standards for promotion, tenure and sabbatical will be revised.

GOAL 5: Enhance strategies for teaching and learning in a diverse, urban environment.

Objectives:
1. By September 2010, the faculty will have met, in retreat, to discuss teaching and learning strategies for today’s student body.
2. By September 2010, faculty will have revised the Student Learning Goals in light of the finding of the above retreat and subsequent meetings as a basis for developing statements on knowledge, skills and disposition noted above.
3. By September 2010, a regular schedule of faculty workshops on teaching and learning will be published annually.
4. By September 2010, the above faculty workshops will include noted scholars on pedagogy.

College of Arts and Sciences

GOAL 6: Support the growth and development of targeted programs in order to build consistency in the quality of programs and to meet the needs of newly developed programs.

Objectives:
1. Expand and grow the infrastructure of the science programs: By September 2010 develop biology program for the city campus.
2. Consolidate the Communications major: By September 2011 expand the Communications major to the city campus.
3. Increase awareness through enhanced marketing of the Honors Program: By September 2009 update the website to emphasize program distinctives; by September 2010 offer Mandarin and Arabic in alternate years for Honors students.
4. By September 2011, launch the online A.A. in General Education.

GOAL 7: Strengthen the emphasis on diversity and global perspectives that undergirds the degree programs of the College of Arts and Sciences.

Objectives:
1. By September 2010, review all Student Learning Goals to ensure the importance of learning about diversity and global perspectives.
2. By September 2011, ensure that all degree programs require at least one course focusing on diversity and one course focusing on global perspectives.
3. By September 2010, develop plan to establish semester study “abroad” programs in NYC, Washington, DC and San Juan, PR. Begin pilot program in DC.
Alliance Theological Seminary

GOAL 8: Establish Alliance Theological Seminary’s reputation as a premier seminary for individuals seeking ministerial training in various global contexts.

Objectives:
1. By September 2010, complete the development of a hybrid program for the M.A. in Intercultural Studies.
2. By September 2010, begin the seminary’s first cohort for its new Doctorate of Ministry in Global Leadership.
3. By September 2009, form a Strategic Planning Committee composed of the institution’s administration and seminary faculty to define further objectives for this Goal.
4. By September 2010, develop new cross-disciplinary programs with the M.Div. and the following: MBA, MFT and MSOL.
5. By September 2012, increase the percent of ministry candidates achieving licensure with the C&MA by 10%.
6. By September 2011, develop a relationship with other denominations to allow seminary students to meet criteria for ministry in those denominations.

GOAL 9: Enhance the existing system for assessing student learning.

Objectives:
3. By September 2009, institute regular evaluations of faculty by the dean.
4. By September 2009, assign faculty members to roles as directors of program assessment.

College of Bible and Christian Ministry

GOAL 10: Maintain the College of Bible and Christian Ministry as the premier undergraduate program for theological, ministerial and intercultural training in the metropolitan New York City area.

Objectives:
1. By September 2009, create a mission statement in which Nyack’s core values are restated in terms meaningful to theological, ministerial and intercultural studies.
2. By September 2010, host at least one scholarly or professional society meeting per year.
3. By September 2011, bring the degree programs into voluntary compliance with the accreditation standards of the Association of Theological Schools.
4. By September 2011, offer enough courses through Global Service Learning so that all students of the College will be able to take an overseas course.

GOAL 11: Strengthen ties with the metropolitan area churches and the Christian and Missionary Alliance and create trust and vision for the Nyack CBCM to be an engine for denominational renewal.

Objectives:
1. By Fall 2010, create and promote a 6 year B.S/M.Div. program in partnership with Alliance Theological Seminary.
2. By Fall 2010, make the A.S. in Christian Work available online.

School of Business and Leadership

GOAL 12: Establish a strong identity and brand recognition for the degree programs of the School.

Objectives:
1. By September 2012, achieve specialized accreditation.
2. By September 2009, redesign Organizational Management program and submit to NYSED for approval.
3. By September 2010, redesign MBA program and submit to NYSED for approval.
4. By September 2012, begin design for a Ph.D. in Management and Leadership.
5. By September 2011, place the entire MSOL online and send to NYSED for approval.

GOAL 13: Strengthen the culture of academic rigor and scholarship that characterizes this distinctive school.

Objectives:
1. By September 2010, redesign research components for the OM and MBA programs.
2. By September 2010, review the teaching responsibilities of all faculty of the School to allow them to teach a wide range of graduate, undergraduate and degree completion courses.
3. By September 2011, begin program to have business professionals and qualified academic address students and faculty of the School in twice annual min-conferences.
4. By September 2010, each fulltime faculty will develop a plan to enhance academic scholarship through publications, conference presentations and innovative pedagogy.

GOAL 14: Improve the graduation rates of the cohort-based programs of the School.

Objectives:
1. By September 2010, begin biannual student satisfaction surveys specifically geared to students in cohort-based programs.
2. By September 2010, begin focus groups of undergraduate business majors and alumni in order to determine what makes the degree a valued choice.

Professional Schools

GOAL 15: Support the growth and development of targeted programs, and in some cases, meet the needs of specialized accreditation agencies.

Objectives:
1. By September 2010, the School of Nursing will begin the set-up for new nursing labs.
2. By January 2010, AGSC will establish a two-way viewing room for students to observe counselors in action as required for CACREP accreditation.
3. By September, 2009, the Sociology Dept. will submit to the State Ed. Dept. a proposal to offer the B.S. in Criminal Justice.
4. By September 2010, the Social Work program will begin design of an M.S.W. program.
5. By September 2012, AGSC will begin design of an Ed.D. in Counselor Education and Supervision.
6. By September 2012, the School of Music will begin design of a Master of Music.
7. By September 2010, the School of Music/NYC will begin candidacy with the National Association of Schools of Music.
8. By September 2010, AGSC will achieve accreditation with the Council for the Accreditation of Counseling and Related Educational Programs (CACREP).
9. By September 2011, the Social Work program will revise its curriculum to meet the requirements of the new Council for Social Work Education accreditation standards.
GOAL 16: Foster existing partnerships with educational and community agencies and develop new ones to meet the needs of expanding programs.

Objectives:
1. By September 2009, the School of Nursing will have established at least four clinical partnerships.
2. By September 2012, the Social Work program will expand the base of its college and community partnerships by 10%.
3. By September 2010, the Social Work program will develop its own Field Instructor Training sessions.
4. By January 2010, the Social Work program will host its first conference for the community.
5. The School of Education will forge new and enhance existing relationships with area schools and districts through professional partnerships: By September 2009, it will identify the needs for both the partner schools and the School of Education; By September 2010, it will develop reasonable and attainable plans for professional development, guest speakers, student teaching placements and strategic planning.
6. By September 2010, the Social Work program will revise its website.
7. By September 2010, the School of Education will devise a plan to support the development of the NYC campus’ Center for Urban Education.

GOAL 17: Enhance the assessment efforts of each professional school by standardizing data collection and documentation of evidence that student learning assessment information is used to improve teaching and learning.

Objectives:
1. By September 2010, the School of Education will begin regular meetings with the faculty of the College of Arts and Sciences in order to identify the knowledge base requisite for teacher candidates in order to improve CST scores.
2. By September 2010, the School of Education will assess its use of its new Smart Board technology.

Community Life and Learning

GOAL 18: Develop a vision for the programs united under Community Life and Learning.

Objectives:
1. By September 2009, develop a clearly defined vision and mission statement.
2. By September 2010, develop a comprehensive Career Services program to serve all of Nyack’s students.

GOAL 19: Facilitate the development of student learning goals for all of CLL’s programs that are consistent with the Core Values and those of the degree programs.

Objectives:
1. By January 2010, develop a clear set of student learning goals and assessments for all of its departments.
2. By September 2010, complete the first assessment cycle of these Student learning Goals.
3. By September 2011, assess current programming, develop a new co-curricular plan.

GOAL 20: Enhance the development and implementation of strong co-curricular programming for all of the programs of CLL.

Objectives:
1. By September 2010, create and implement a comprehensive faculty development and assessment process for its three divisions (Academic Success, Library and Student Life).

Athletics

GOAL 21: Nyack College will improve the quality of our athletics program by focusing on leadership development. An emphasis on coaching and professional development of the full time staff and the hiring of quality candidates for all coaching positions, full time, part time and assistants, will be the foundation for the department. The development of a graduate assistant program and a leadership development program for team captains will be used to strengthen the integration of the school’s core values within the athletics program.

Objectives:
1. By June 2010, develop calendar of coaching continuing education and leadership development plan for all coaches and assistant coaches.
2. By August 2009, define student athlete leadership criteria and integrate all student athlete leaders with the Student Development leadership development and launch programs.
Funds Development

GOAL 22: To provide the philanthropic financial resources necessary for the College to achieve its mission and vision; including accomplishing its strategic goals and objectives with funds both to meet annual operating requirements and to assist in the long-term financial stability of the institution.

Objectives:
1. By September 1, 2010 develop a strategic plan to re-engineer the Advancement Office’s functions to more purposefully, intentionally, and assertively pursue fundraising objectives for specifically identified projects primarily focused in the area major gift development.
2. By September 2010, to have a strategy in place to address the institutions communication and media relations needs to create greater awareness and affinity for Nyack specifically within the Metropolitan New York City area and the broader Christian marketplace among “centers of influence” for development-related purposes.
3. By January 2011, to secure the necessary gifts, including cash and pledges, required to assist the College in obtaining a permanent campus home in New York City. By December 31, 2011, to increase giving participation among Nyack alumni from its current 6.5% rate to the national average of approximately 12%.
4. By July 1, 2011, to have 250 members of the Nyack President’s Council contributing $1 million dollars to the annual fund.
5. By 2015, to secure the necessary financial resources required to assist Nyack College attain university status, including funds for new and expanded academic programs, services, capital expenditures and campus improvements.

Marketing

GOAL 23: Bridge the reputational gap currently existing in the region between Nyack’s actual and perceived value to the church and community.

Objectives:
1. By January 2010, Nyack will implement planned strategies to expand awareness of Nyack’s distinctives among leaders of the region’s church, higher education, business, school, and non-profit communities through relationships with selected faculty, admissions staff, and students.
2. By January 2011, Nyack will be recognized by regional leaders as an excellent college in the area of community building professions such as education, leadership, church development, social work, counseling, and business and economic development.

GOAL 24: Reposition the College website from an informational marketing tool, to an interactive and dynamic marketing tool used for public relations and enrollment; and increase the presence of Nyack in the area of web advertising.

Objectives:
1. By September 2009, all admissions web pages will have live chat and be updated regularly showing admissions events for all programs.
2. By September 2009, develop a plan to engage faculty on the importance of updating the departmental components of the website including opportunities for blog postings and interactive chat as well as potential financial incentives to keep the web current.
3. By September 2009, identify online advertisement opportunities for each admissions department.
4. By January 2010, review online advertisement success and identify areas for improvement and opportunity.

Enrollment Management

GOAL 25: Create comprehensive recruiting model for the College.

Objectives:
1. By December 2009, cross-train all recruiters to better understand all offerings available at Nyack College.
2. By October 2009, develop a one-page sheet for all Nyack employees listing contact person for each individual program.
3. By December 2009, have a full recruitment plan for all Nyack College programs.

GOAL 26: Increase enrollment at the Rockland Undergraduate campus by attracting more out-of-state students while maintaining and increasing the College’s niche within the tri-state area.

Objectives:
1. By January 2010, have a detailed and deliberate comprehensive plan to target C&MA camps and churches throughout the country.
2. By January 2010, have a detailed and deliberate comprehensive plan to target alumni of Nyack in key church positions who are sending students to Nyack and plan visits to these churches.
GOAL 27: Increase New York City’s Undergraduate campus market penetration and regional significance with increased enrollments.

Objectives:
1. By October 2009, commit to a staff of five admissions counselors who are committed to remain in their admissions role for at least two years.
2. By October 2009, commit to monthly training in Manhattan for the admissions and office staff.
3. Increase new student enrollment each recruiting season (fall and spring) by 5%.

GOAL 28: Create and disseminate a distinctive and clear niche identity for the graduate and OM programs.

Objectives:
1. By September 2010, complete the transition of the integration of the OM, MBA, and MSOL admissions offices.
2. By January 2010, rebrand the MBA and OM programs.
3. By June 2010, increase number of business, healthcare, and non-profit program partnerships by 10%.

GOAL 29: Work to continually reduce paper in the Office of the Registrar.

Objectives:
1. By January 2010, scan permanent record card.
3. By January 2010, move offices to portal programs.

GOAL 30: Consolidate all undergraduate programs under one Undergraduate Registrar and all graduate programs under one Graduate Registrar.

Objectives:
1. By September 2009, all graduate program registrar functions will be consolidated within one office, including ATS, MBA, MSOL, MEd, and AGSC.
2. By September 2010, all undergraduate program registrar functions will be consolidated within one office, including OM, NYC UG and Rockland UG.
Student Financial Services

GOAL 31: Nyack College will correct the system of reporting of withdrawals and change in enrollment status. A regular series of reporting, monitoring, and auditing systems will be enhanced and added to ensure that communication from the Registrar’s Offices to the Student Financial Services Offices and the National Student Clearinghouse for student withdrawals and change in enrollment status are processed in the appropriate timeframes.

Objectives:
1. By September 2009, hold meetings with the Institutional Registrar and the various Associate Registrars for graduate and undergraduate programs to instruct and answer questions on the importance of reporting enrollment status changes and graduation and withdrawal dates to the National Student Clearinghouse in a timely manner.
2. By September 2009, begin conducting monthly audits on a sample population from status change reports supplied by the Registrar’s Office of the School of Business and Leadership and withdrawal logs maintained in Student Financial Services.

Finance

GOAL 32: Nyack College will expand its Business Office’s electronic transaction capabilities. Through upgrading of our Infocu$ web banking service we will expand our flexibility to transfer funds and provide a greater level of fraud protection. In addition, we are looking to push more of our monthly reporting and standard payment requests out through the campus email system.

Objectives:
2. By January 2010, cross train existing Business Office staff to cover all functions with at least two staff.
3. By September 2009, update Infocu$plus, our bank provided cash management tool, and implement any required changes to the procedures for this new system.
4. By July 2009, begin distributing the monthly internal financial reports electronically.

Human Resources

GOAL 33: Nyack College will enhance employee awareness of policies and procedures by releasing revised Employee and Faculty Handbooks both in print and electronically.
The new Employee Handbook will include an explanation of practices related to hiring of employees which is contingent upon successful completion of appropriate background investigation. These Handbooks will be finalized by the Director of Human Resources with input and approval from the Executive Team, outside counsel, and Board of Trustees prior to distribution and publication.

Objectives:
1. By March 2009, have the Employee Handbook reviewed by outside legal counsel and approved by the Board of Trustees.
2. By May 2009, have the Faculty Handbook reviewed by outside legal counsel and approved by the Board of Trustees.
3. By September 2009, prepare the Employee and Faculty Handbooks for publication and distribution.
4. By September 2009, implement a system and select a provider to facilitate background screenings of all full time employees.

Auxiliary Services

GOAL 34: Nyack College will adapt its current emergency response plan and communicate the changes. Recent campus organizational changes, legislative mandates, and campus technology advances require revisions to the Emergency Response Plan at each of our three New York State sites. Auxiliary Services will create forums to communicate and discuss our emergency response plan at each campus, make it available on the web, and distribute the plan in electronic format.

Objectives:
1. By July 2009, integrate the suggested additions and procedures as discussed with the South Nyack Police Department and the Office of Fire and Emergency Services and arrange for continued meetings on a regular basis.
2. By December 2009, process several forum groups comprised of integral college personnel on the Emergency Operations Plan prior to communicating to and training the campus community.
Facilities

GOAL 35: Nyack College will produce a consolidated Facilities Master Plan that reflects immediate needs and long term vision. Currently, plans are in place for each of the three New York State sites. These plans will be augmented to incorporate needs for the new Nursing Program, continued deferred maintenance and modernization, and expanded long term opportunities for campus development and environmental renewal.

Objectives:
1. By September 2009, meet with engineering firm to define the construction potential and feasibility at the Bradley property.
2. By February 2010, determine the next steps with CB Richard Ellis for our strategy related to acquiring a permanent campus in New York City.
3. By September 2010, meet with engineering firm to define the construction potential and feasibility at the Upper Nyack property.
4. By October 2009, select a firm to assemble all of the existing plans into one document for all three of our New York State locations.

Information Technology

GOAL 36: Nyack College will engage the campus community in the process of developing a technology plan. Through campus interviews and surveys, and industry specific research, an assessment of our current technology and proposed future technology needs will be developed. This data will be used as a basis for investigating, evaluating, and selecting a new enterprise-wide management system and the supportive e-learning technologies that will support the university model goals of the future.

Objectives:
1. By July 2009, research students’ views and preferences for various available learning technologies and integrate that data into the strategic plan for campus technology.
2. By September 2009, research faculty’s familiarity with current learning technology and vision for integrating the various developing learning technologies into their classes, be they online or physically gathered, and integrate the data into the overall strategic plan.
3. By September 2010, increase internet bandwidth to support additional online resources used in the classroom by faculty and student collaborative learning.
4. By September 2011, review business processes and workflows involving information technologies to further automate, where possible, to drive further efficiencies in managing workflows.
5. By January 2010, review numerous student management systems with appointed committee members to determine top candidates for in-depth review of features and associated costs.

6. By July 2010, determine where faculty are in their understanding of online technologies and what is needed to enable them to produce courses that will contribute to student learning, the development of their departments, and student enrollment.

7. By September 2011, move labs to a virtual client platform to reduce power consumption as well as hardware purchase costs and the associated cost of labor in replacing old machines.