

2026 Presidents Institute

A Deeper Purpose



January 4–7, 2026 ■ Signia by Hilton Orlando Bonnet Creek ■ Orlando, FL



The Council of Independent Colleges

Interactive Session

Realistic Financial Advice in Volatile Times

Facilitators

- ***James (Jim) Lentini***, President, Molloy University (NY)
- ***Elizabeth (Beth) Paul***, President, Nazareth University (NY)
- ***Tanuja Singh***, President, University of Indianapolis (IN)

Molloy University Budget & Revenue Growth

Dr. James P. Lentini, President

January, 2026



MOLLOY
UNIVERSITY

Molloy University Overview

- **Founded** 1955 by the Sisters of St. Dominic of Amityville.
- **Enrollment:** **5107 students**, (3396 UG, 1711 Grad)
- **Degrees Offered:** Bachelor's, Master's and Doctoral degrees in 50 undergraduate, 23 graduate, and 3 doctoral degrees.
- **Four Schools:** Arts & Sciences, Business, Education and Human Services, Nursing and Health Sciences
- **Largest majors:** Nursing, Education, Biology, Psychology, Business, Theatre Arts
- **Locations:** Rockville Centre, Lower Manhattan (50 Broadway), Suffolk Center



Priorities from Strategic Plan 2028

Budget: 90% tuition dependent. Goals: Grow Revenue and Operating Margin.

Strengthen Enrollment: Employ new efforts from SEM Plan (financial aid leveraging, direct admissions, expanded search efforts, AI tools) to grow revenue.

Increase Operating Margin:

Enhance revenues: through increased enrollment and new high-demand academic programming; addition of workforce development certificates and education for business partners through **Talent Solutions** initiative.

Reduce Costs: staffing adjustments, revamped benefits plans, dining plan redesign/RFP.

Fundraising: created and hired new Senior Director of Philanthropy position; celebrating 70th year of Molloy in 2025-56, planning for comprehensive campaign for 75th Anniversary



Major Enrollment Initiatives:

- Financial Aid Optimization
- AI Recruiter (Mia & Max)

Major Retention Initiatives:

- Current Retention rate is **85%**,
- Student Solution Center expansion
- New Planning, degree audit, and reporting tool (Stellic)



Goal: Increase Applications and Yield

Prospects

Fall 2022
21,062

Fall 2023
47,400

Fall 2024
71,212

Fall 2025*
81,714

+ 15% in
Prospects

Inquiries

Fall 2022
13,150

Fall 2023
15,604

Fall 2024
16,991

Fall 2025*
19,405

+ 14% in
Inquiries

Applications

Fall 2022
5,046

Fall 2023
5,538

Fall 2024
6,263

Fall 2025*
8,643

+ 38% in
Applications

Admits

Fall 2022
4,143

Fall 2023
4,385

Fall 2024
5,088

Fall 2025*
5,690

+ 12% in Admits



Record First-Year Confirmations

Confirmations

Fall 2022
642

Fall 2023
608

Fall 2024
620

Fall 2025*
845

+ 31% in Confirmations '24-'25

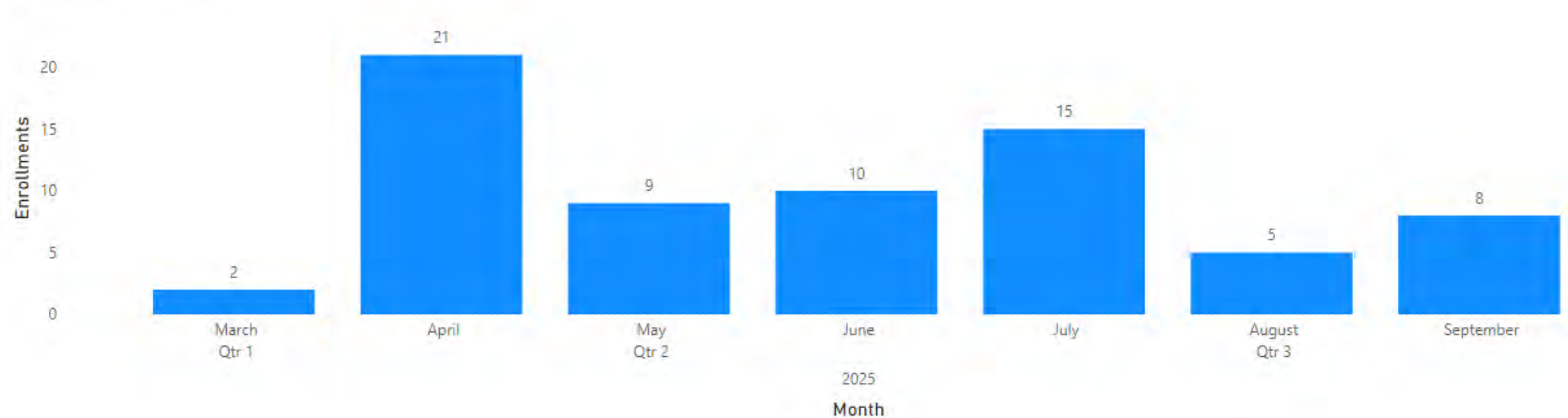


TALENT SOLUTIONS SUMMIT



Our New Online Certificate Enrollment is Growing Fast

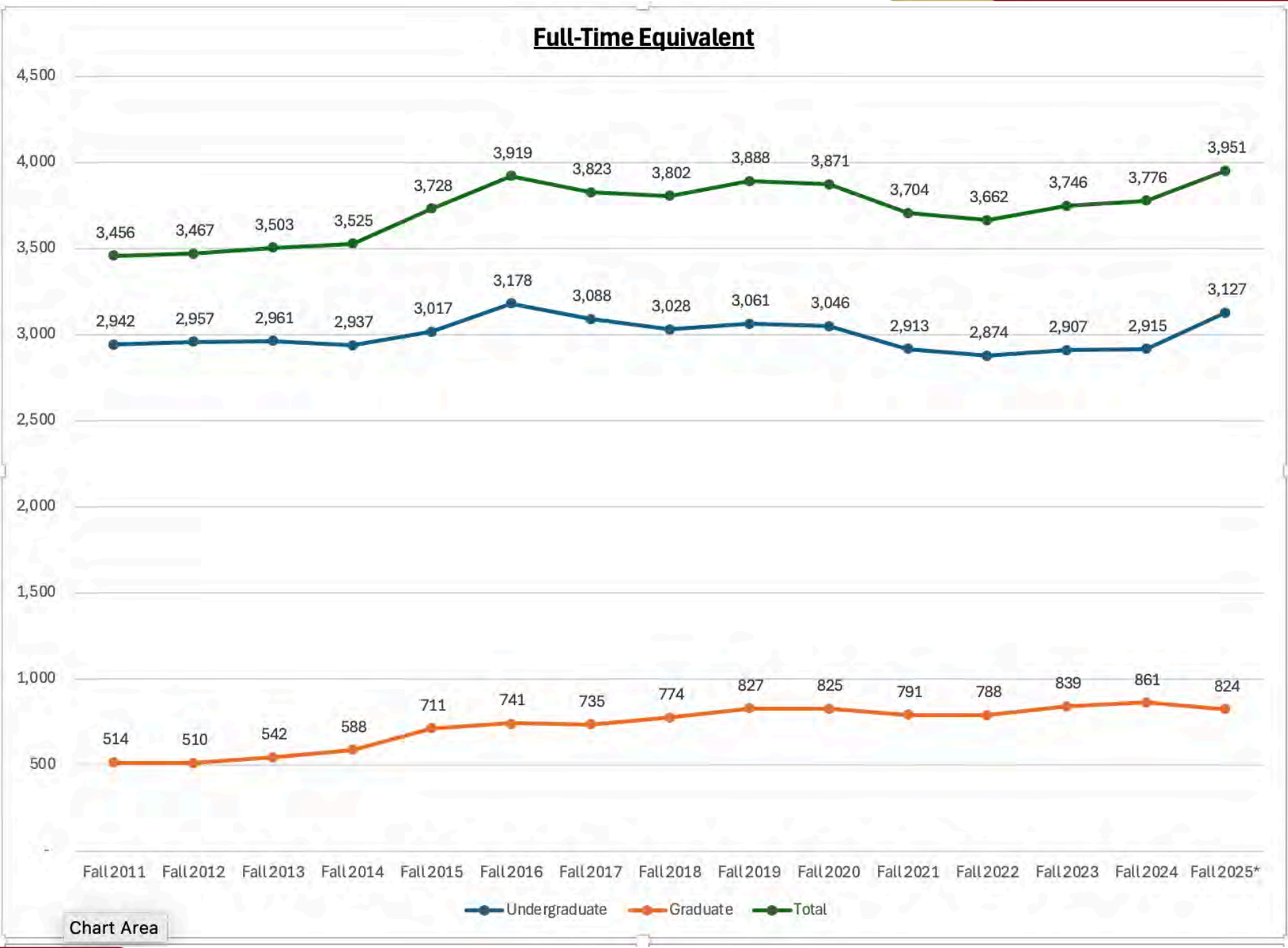
Enrollments by Month



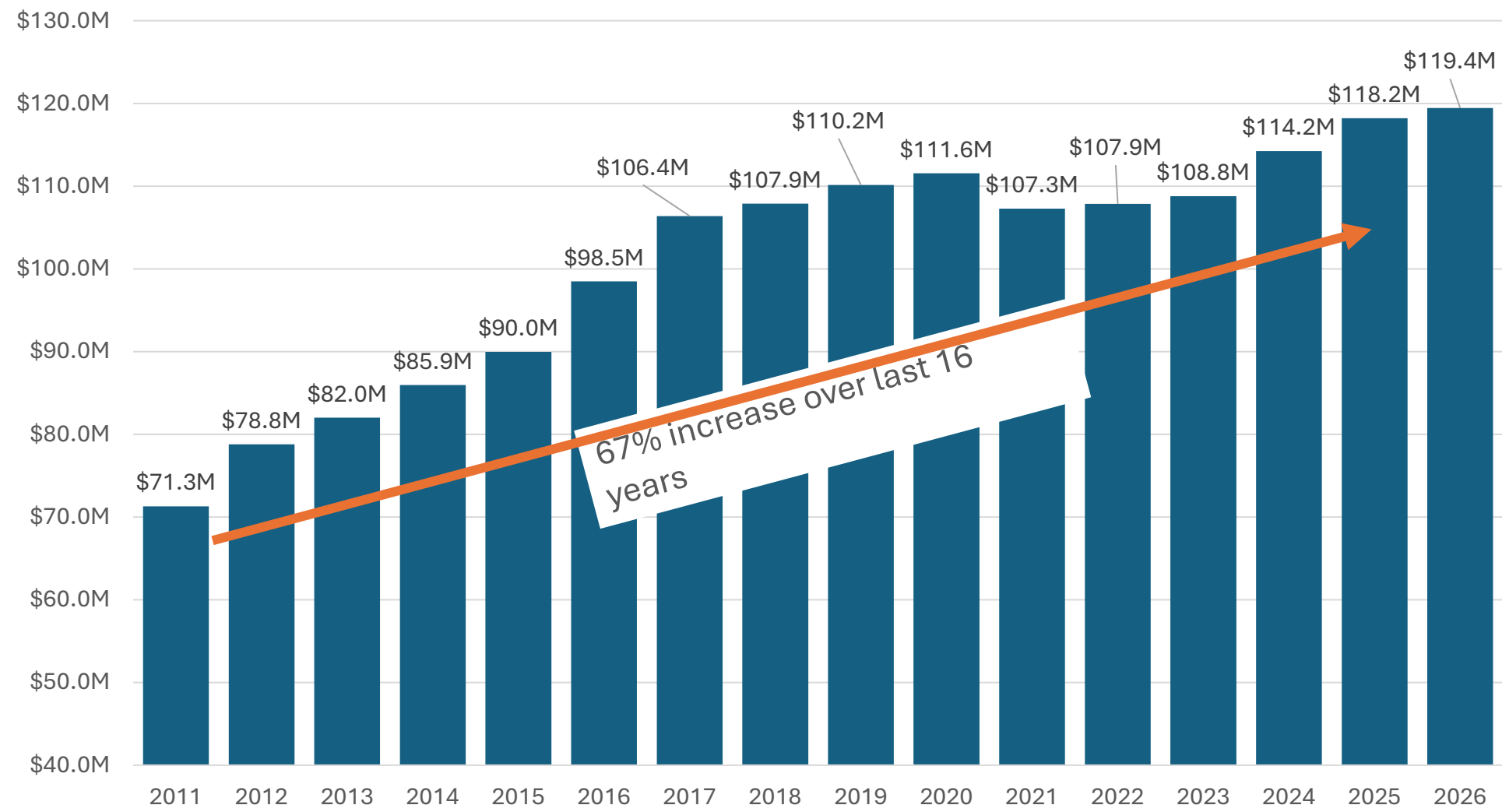
Sterile Processing Technician
Surgical Technologist
Sterile Processing and Surgical
Technologist (joint program)

Dental Assistant
Dialysis Technician
Health Information Technology
Home Health Aide

FTE
Enrollment
highest on
record, Fall
2025



Molloy Net Tuition



Discussion



How Your Mission & Financial Strategy Reinforce Each Other

Dr. Tanuja Singh
President
University of Indianapolis
January 00, 2025

tsingh@uindy.edu

UNIVERSITY OF **INDIANAPOLIS**





The University of Indianapolis In Context

UNIVERSITY OF INDIANAPOLIS

Independent, comprehensive university with professional colleges and liberal arts core

About 4500 Students: undergraduate, graduate & doctoral

Regional and global

Large, successful athletics Division II-but also expensive

Mission-driven focus on student success, workforce alignment, and regional impact

Past 24 months marked by intentional financial discipline paired with strategic revenue growth



Consider:

How are **mission** and **financial strategy** reinforcing one another at your institution?

*How well do you know the **relative impact** of your revenue producing activities & expense centers on the university?*



Strengthening Financial Foundations & Liquidity

UNIVERSITY OF INDIANAPOLIS



Best cash position in
more than a decade



Improved cash
management practices



Debt refinancing improved
cash flow; stable S&P rating
maintained



Restructured a
major public–private
partnership



Redirected operational
costs to underutilized
endowed funds

Consider:



What financial decisions have most improved or can improve your institution's **flexibility**?

Which Financial Decisions do you have **control** over?

Liquidity creates confidence and optionality.



Revenue Stability Through Enrollment & Partnerships

UNIVERSITY OF INDIANAPOLIS

Sustained
enrollment growth

Improved
rankings in
engineering and
nursing

Endowment
growth supporting
long-term stability

Three consecutive years
of record fundraising;
\$16M in 2024

Regional K–12
partnerships; participation
in a **\$40M access and**
workforce grant

NSF Grant



Consider:

Which revenue streams
feel most resilient,
which **need
rethinking?**

What are your
partnership options?

***Resilient revenue
aligns mission, quality,
and market demand.***



Cost Discipline & Strategic Choices



New revenue-generating divisions with employer partnerships



Changed model of Infrastructure finance



Closed an international operation losing \$1M annually



Reallocated resources toward high-impact priorities (e.g, retention, COLA, Innovation Fund)



Improved cost structure through new partnerships (Book Store, purchase card, cleaning operations)



Consider:

What activity no
longer serves your
institution's future?

*Financial improvement
requires **disciplined
choices**, not just growth.*



Thank you.

UNIVERSITY OF **INDIANAPOLIS**



NAZARETH UNIVERSITY

Uniting education and action since 1924

We are an inclusive community of inspired learners, educators, and changemakers who are driven by a bold commitment to educating whole persons who are guided by empathy, committed to equity, and prepared to lead innovation for our time.



A light orange map of the United States with state boundaries visible, serving as a background for the first statistic.

33

**States, Districts &
Territories** represented
in the student body,
plus abroad

57

**Fulbright
Scholars**
since 1990

25

Teams
Division III
Athletics

91

**Student to
Faculty Ratio**

16

**Average
Class Size**

2,000

A row of 20 small, stylized human figures. The first two are purple, and the remaining 18 are light orange, representing the number 2,000.

**Undergraduate
Students**

600+

Graduate students

Financial Restructuring

EDUCATION:

ENGAGEMENT:

- Campus education sessions: Higher education finance basics
- Area focus sessions: Understanding higher education financial models
- Defining concrete solutions to a puzzle
 - What are the key driving factors or “levers”?
 - How much control does the institution have over change in these levers?
 - How certain can we be about the probability of success of specific initiatives? How do we increase our chances of success?
- Financial modeling workshops
 - Understanding revenue and expense assumptions
 - Reflecting on internal and external factors that impact these

PROJECTED 2026-27, 2027-28, 2028-29, 2029-30, 2030-31 (CONFIDENTIAL)

BASE CASE

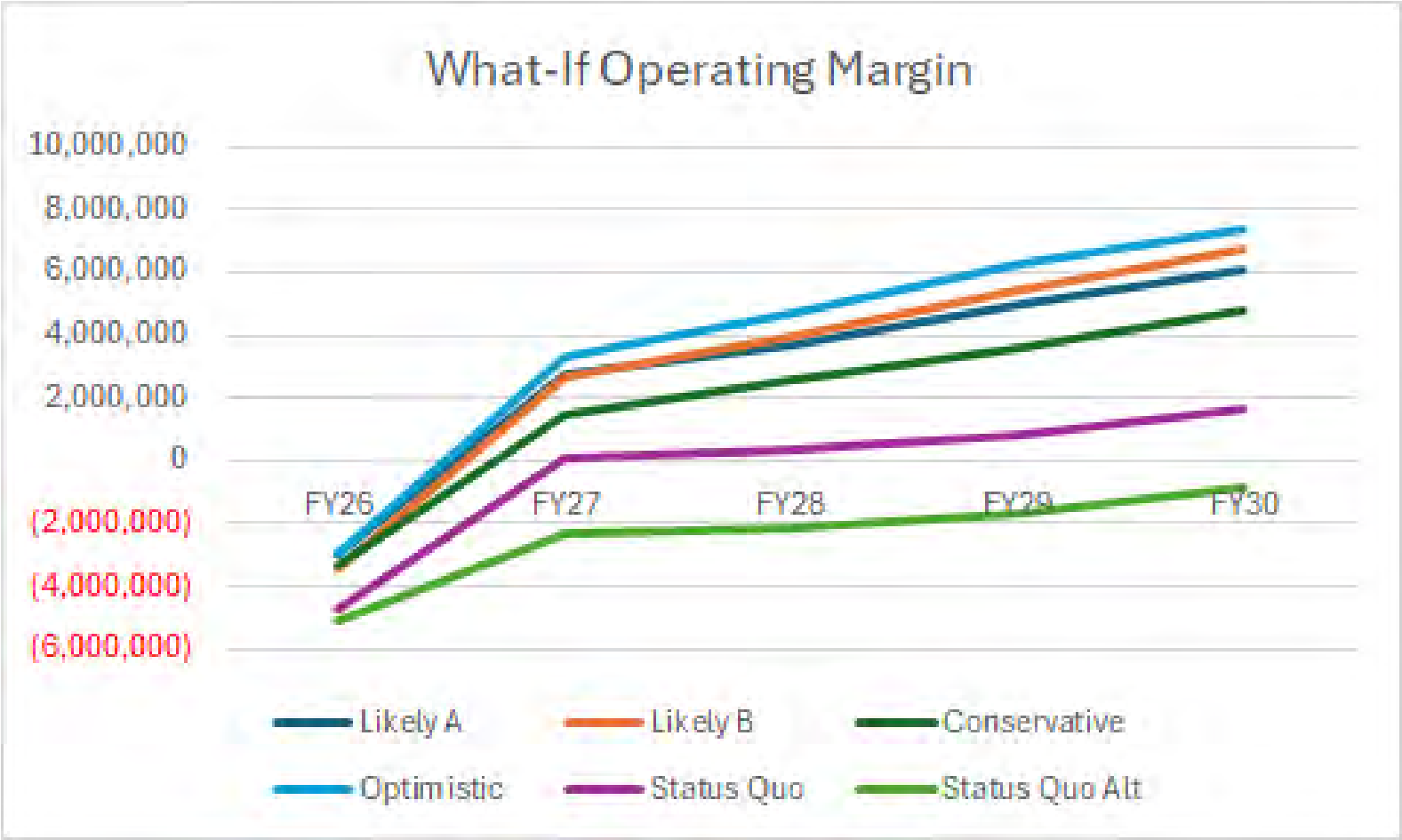
	BUDGET FY25	PROJECTION FY25 as of 05.16.25	BUDGET FY26	PROJECTION FY26	PROJECTIONS				
INCOME					FY27	FY28	FY29	FY30	FY31
TUITION AND FEES INCOME									
LESS STUDENT FINANCIAL AID									
NET STUDENT TUITION AND FEES									
HOUSING AND FOOD REVENUE									
FOOD EXPENSES									
NET HOUSING AND FOOD									
NET ENROLLMENT RELATED REVENUE									
GIFTS AND GRANTS									
ENDOWMENT SUPPORT									
ARTS CENTER									
INTEREST AND INVESTMENT INCOME									
OTHER - EDUCATIONAL & GENERAL									
OTHER - AUXILIARIES									
OTHER REVENUE									
TOTAL NET REVENUES									
EXPENSE									
COMPENSATION									
DEPRECIATION									
CONTRACTED SERVICES - FACILITIES									
INTEREST AND BOND SERVICING FEES									
UTILITIES									
OTHER OPERATING EXPENSE									
CONTINGENCY									
NET EXPENDITURES									
FY25 adjustment for anticipated spring FTIC									
PROJECTED OPERATING RESULTS (BASE CASE SCENARIO)									
APPROPRIATED FROM CASH RESERVES									
ADJUSTED OPERATING RESULTS (WHAT-IF IMPACT)									

- Input: Multi-Year Income and Expense Projections based on detailed assumptions
- Base case prepared by Controllers Office
- Base projections updated at key points throughout the year
- CFO transfers base case into the widget at each update
- Base case is replicated to produce multiple scenarios
- Executive users manipulate key budget levers (next slide)
- Impact on bottom line can be viewed in real time

WHAT-IF WIDGET™ 2 of 2

WHAT-IF WIDGET (Bottom Line Adjustments Carried Forward Year on Year except as indicated, e.g. UG Retention)				FY26 ADJ	FY27	FY28	FY29	FY30	FY31
Budget Lever	Qty/Amount	Metric	Comment	<ul style="list-style-type: none"> Executive users manipulate key budget levers using the What-If Widget Impact on bottom line can be viewed in real time Model is continuously adapted and improved Scenarios are data-visualized and packaged into Executive Briefings for the Board and others 					
Net Increase/(Decrease) First Time Incoming UG Students @ Net Tuition Revenue	Insert incremental # in Column H-L	16,251							
Net Increase/(Decrease) First Time Incoming UG Students SPRING START @ Net Tuition Revenue	Insert incremental # in Column H-L	16,251	Model reflects half year NTR in year 1; full year thereafter						
Increase/(Decrease) in Discount Rate for FTIC UG Students from baseline	Insert incremental % in Column H-L	1% of UG tuition	Calculates NTR adjustment for baseline FTIC population						
Net Increase/(Decrease) Transfer Students @ Net Tuition Revenue (FALL START)	Insert incremental # in Column H-L	20,000							
Net Increase/(Decrease) Transfer Students @ Net Tuition Revenue (SPRING START)	Insert incremental # in Column H-L	20,000	Model reflects half year NTR in year 1; full year thereafter						
Increase/(Decrease) in Discount Rate for Transfer Students from baseline	Insert incremental % in Column H-L	1% of UG tuition	Calculates NTR adjustment for baseline transfer population						
UG RETENTION: Net Increase/(Decrease) Returning UG Students @ Net Tuition Revenue	Insert incremental # in Column H-L	15,500							
Net Increase/(Decrease) Grad Students @ AVG Net Tuition Revenue. Excludes NP Women's Health program enrollment.	Insert incremental # in Column H-L	15,000							
STRATEGIC INITIATIVE: Net Increase/(Decrease) NP Women's Health Program Grad Students @ AVG Net Tuition Revenue	Insert incremental # in Column H-L	22,000							
Net Increase/(Decrease) Housing & Food	Insert incremental # in Column H-L	10,000	# of new UG/GR students in housing/food (auto calculated)						
Net(Increase)/Decrease Staff Junior Avg Comp+Ben Non VRP	Insert incremental # in Column H-L	50,000							
Net (Increase)/Decrease Faculty/Staff Mid Avg Comp + Ben Non VRP	Insert incremental # in Column H-L	80,000							
Net (Increase)/Decrease Faculty/Staff Senior Avg Comp+Ben Non VRP	Insert incremental # in Column H-L	125,000							
Net (Increase)/Decrease Adjunct Faculty	Insert incremental # in Column H-L	4,410	Per course						
STRATEGIC INITIATIVE: EXPANSIVE NAZ Revenue Increase	Insert \$ in Column H-L	N/A							
UNRESTRICTED ANNUAL GIVING: Net Revenue Increase/(Decrease) \$	Insert \$ in Column H-L								
Net Revenue Increase/(Decrease) \$ (comment in cell)	Insert \$ in Column H-L	N/A							
Expenses (Increase)/Decrease \$ (comment in cell)	Insert \$ in Column H-L	N/A							
Net incremental change per year (Carried forward YoY)				-	-	-	-	-	-
One Time Net Revenue Increase/(Decrease) \$ (comment in cell)			Does not carry forward						
One Time Expenses (Increase)/Decrease \$ (comment in cell)			Does not carry forward	-	-	-	-	-	-
Discount rate adjustment FTIC (per row 53)				-	-	-	-	-	-
Discount rate adjustment Transfer (per row 56)				-	-	-	-	-	-

SAMPLE FICTIONAL MULTI-SCENARIO VISUALIZATION



Q&A

**Thank you for participating in
this session!**

**Session resources are available in
Guidebook**