

Baruch COLLEGE

The City University of New York

FINAL

2018-2023 Strategic Plan Goals

Note: A formal published format will be available in August 2018.

Vision and Mission

Vision

Through excellence in teaching, scholarship, research, student outcomes, and community engagement, Baruch College will amplify its established leadership in public urban education.

It is our passion and purpose to elevate the prospects of our talented, diverse students. We inspire, educate, and help them achieve social mobility. We accomplish these objectives through meaningful scholarship, excellent teaching, and distinctive educational programs that develop students' knowledge, perspectives, and skills.

Mission

Baruch College provides an inclusive, transformational education in the arts and sciences, business, and public and international affairs to students from New York and around the world and creates new knowledge through scholarship and research.

A Baruch education is a financially accessible and powerful catalyst for the social, cultural, and economic mobility of students and a strong foundation for lifelong learning and community impact. Our distinguished undergraduate and graduate academic programs offer extraordinary value. Our diverse and outstanding faculty and staff are themselves lifelong learners, who continue to develop their expertise as teachers and administrators, augment their success as scholars and practitioners and exercise their talent as creators of art and facilitators of student success.

Goals and Objectives

Goal I: Uphold the College's long-standing commitments to excellent and effective teaching and learning

At all levels, Baruch will give strategic priority to our long-standing commitment to teaching and learning. We will foster a College-wide culture of the teacher-scholar and use faculty scholarship to infuse best practices for teaching throughout our academic programs.

1. Support and promote excellence in teaching by both full-time and adjunct faculty to enhance deep learning for students.
 - 1.1. Provide engaging opportunities for pedagogical development for all faculty.
 - 1.2. Create and assess a pilot fellowship program of "master teacher-scholars" to model and disseminate best practices.
 - 1.3. Engage in, continually refine approaches to, and provide resource support for robust, sustained, College-wide, faculty-informed assessment of student learning across Baruch College, including the Pathways curriculum and all academic programs within and across each of the three Schools, in compliance with regional and specialized accreditation standards.
2. Elevate the priority of teaching in the hiring, reappointment, promotion, and tenure processes, where appropriate.
 - 2.1. Research and implement best practices for evaluating teaching during the hiring interview process; assessing and valorizing teaching excellence in the promotion and tenure review process; improving metrics and instruments for evaluating teaching; and developing guidelines for evaluating online and hybrid teaching.
 - 2.2. Establish policies and procedures for rigorous and routine post-tenure review that include explicit expectations for ongoing, high-quality teaching, research, and service for each category of faculty.
 - 2.3. Explore the creation of an additional category of tenure-track faculty with an enhanced focus on teaching.

3. Strengthen academic support and effective resource allocation for the delivery of online and hybrid education.
 - 3.1. Review current and potential traditional and on-line courses, to identify new opportunities for online delivery.
 - 3.2. Review and improve technology used to develop and host online courses.
 - 3.3. Provide pedagogical support for the design, delivery, and assessment of online/hybrid courses while building an infrastructure for disseminating best practices.

Goal II: Create a vision for, and initiatives and policies to support, outstanding scholarship, research, and discovery.

The research and scholarship of Baruch faculty serve society, strengthen the educational experience of Baruch students, and amplify the reputation and stature of the College by advancing knowledge and challenging existing ideas and norms. Baruch seeks to attract permanent faculty who have demonstrated a commitment to lifelong learning through a record of research, scholarship, and publication. Through this plan, Baruch will advance the vision of innovative research at the College, maximize funding to support that research, enhance students' opportunities to be involved in research, and work to retain faculty who are active in research.

1. Establish a College-wide vision for innovative faculty research and enhance the culture and visibility of research, scholarship, and creative activity throughout the College.
 - 1.1. Form a Task Force on Research and Creative Inquiry to articulate a vision for, and clarify the roles of, research, scholarship, and creative activity at Baruch.
 - 1.2. Encourage faculty engaged in research and creative activity to include in the curriculum examples where their research contributes to knowledge within the relevant discipline.
 - 1.3. Enhance the function and visibility of the Joint Committee on Research to enhance the culture of research across the College.
2. Support faculty research, scholarship, and artistic creation by identifying internal and external funding and access to materials needed for those activities and streamlining funding-related processes.

- 2.1. Maximize student and faculty access to research materials, including data-sets, e-journals, research software, computer and laboratory facilities and other research-relevant infrastructure.
 - 2.2. Review and update plans for future facilities and other support needed for innovative research, scholarship, and artistic creation.
 - 2.3. Focus the operation of the Office of Sponsored Programs and Research on better connecting faculty with diverse external research funding sources.
 - 2.4. Streamline processes and infrastructure relating to securing and administering external funding; ensure that grants administration and research protocol processes are transparent and efficient, and support faculty in meeting research compliance guidelines.
3. Maximize opportunities for students to engage in research.
 - 3.1. Enhance undergraduate research by increasing course-embedded research opportunities, supporting departments undertaking curricular revisions, and showcasing inquiry-based teaching and learning.
 - 3.2. Enhance creative inquiry-based learning opportunities external to the classroom to enable students to apply and deepen their learning through engagement in research with faculty, peers, or organizations.
 - 3.3. Improve and support opportunities for graduate students to engage with and participate in faculty-led research.
 4. Maximize efforts to retain research active faculty, emphasizing quality and impact.
 - 4.1. Recognize, highlight, and celebrate faculty achievements in research, scholarship, and artistic creation, both internally and externally, through events, forums, public relations, and nominations to prestigious awards.

Goal III: Regularly review and renew the curriculum to ensure students are prepared to engage the challenges and opportunities of a changing world.

The world is changing rapidly, in ways both exciting and challenging. Curricula must therefore be regularly examined and refreshed to ensure alignment with the goals of students and the complex needs of an evolving economy and labor market. It must also be made nimble and adaptive to

prepare students to succeed as demands change and expectations rise. Baruch will review and reimagine its curriculum to better prepare its students to be local, national, and global leaders capable of solving difficult and multi-faceted problems. This renewed curriculum will include both substantive areas—emerging areas in which students need to be well-versed to participate—and core competencies—skills Baruch students will need to be successful regardless of their field.

The Focus of Baruch’s Renewed Curriculum

1. Review and renew curricula in all three schools to ensure that graduates of any of Baruch’s academic programs are well prepared for success, leadership, and rewarding careers.
2. Develop creative curricular innovations and programs, and build faculty expertise to develop within students the capacity to address critical and emerging issues, such as:
 - 2.1. Diversity, and inclusion; social justice and equity.
 - 2.2. Global climate change and the need to adopt sustainable practices, beginning with individual behavior, policies and decision making.
 - 2.3. Digital and technological information competencies, including the application of emerging technologies to the changing nature of work.
3. Integrate the development of certain core competencies, such as those listed below, throughout the curriculum informed by academic best practices, research, and feedback from professional associations, employers and alumni.
 - Critical thinking, analytical, and problem-solving skills
 - The ability to apply learning to practical situations
 - Oral, digital, and written communication skills
 - Teamwork, social intelligence, and interpersonal relationship skills
 - Cultural and ethical competence
- 3.1. Further support curricular innovation through resource allocation and philanthropic support for the Center for Teaching and Learning, the Schwartz Communication Institute, the Writing Center, Tools for Clear Speech, the Student Academic Consulting Center, and Conversation Partners.

4. Increase experiential and inquiry-based learning opportunities to enable students to apply and deepen their in-classroom learning through disciplinary and inter-disciplinary research and robust learning experiences outside the classroom.
 - 4.1. Expand students' opportunities for service learning, civic engagement, professional development and on-campus leadership opportunities.
 - 4.2. Enhance relationships with companies and organizations in the New York City area to expand the number of relevant and purposeful paid or credit-bearing internships for Baruch students.
5. Further advance progress in fulfilling the College's commitment to global perspectives, education and experiences, including through:
 - 5.1. Faculty initiatives, such as participation in the Collaborative Online International Learning (COIL) Faculty Fellows Program, faculty-led, short-term study abroad opportunities, and globally themed sections of the First Year Seminar, Speech Communication, and the Feit Seminar.
 - 5.2. Curricular integration of global competencies through a variety of academic majors and minors.
 - 5.3. Greater coordination of "Global Encounters" on campus, including deliberate opportunities that bring domestic and international students together in meaningful ways, and deeper engagement with New York City-based international organizations, such as the United Nations and international non-governmental organizations located in New York.
 - 5.4. Establishment of connections among Baruch students and alumni who are studying and living abroad.
6. Increase opportunities for life-long learners and career changers through expanded graduate, executive education, and non-degree programs.

Support for Developing the Renewed Curriculum

7. Create and sustain a culture of ongoing curricular innovation and collaboration across the College.

- 7.1. Reexamine the role of the Joint Curriculum Committee to consider adding responsibility for curricular development, innovation, and cross-disciplinary fertilization.
- 7.2. Identify and scale sustainable models for academic programs that promote interdisciplinary approaches to complex questions and problems.
- 7.3. Incentivize curricular innovation and connect faculty across departmental and School boundaries using the master teacher-scholar fellows initiative.

Goal IV: Increase students' engagement, academic momentum, degree completion, and post-graduation success.

Baruch will support and promote the success of all its students. Baruch will strive to further increase graduation rates across the College and close or narrow the persistent achievement gap between various groups of students. To accomplish this, Baruch will foster and sustain a culture in which student retention, momentum and success are the responsibility of everyone at the College—students, faculty, staff, and administrators. An important manifestation of this culture will be a seamless experience of student support, grounded in good service and facilitated by up-to-date technology—the purpose of which will be to improve students' experience, from admission through their graduation and engagement with the College as active alumni.

1. Increase graduation rates for all Baruch students by ensuring that students maintain academic momentum.
 - 1.1. Increase the number of students taking and completing 30 credits per year.
 - 1.2. Continue and support the work of the Momentum and Completion team to identify key success indicators; monitor student progress; collect, analyze, and report data on persistence, retention, and attrition; and support student progress towards completion.
 - 1.3. Increase graduation rates as follows:
 - 1.3.1. First-time, full-time freshmen: Four-year graduation rate to 45%; Six-year graduation rate to 75%.
 - 1.3.2. Full-time transfer six-year graduation rate to 75%
 - 1.4. Close the graduation rate achievement gap by increasing the four- and six-year graduation rates for underrepresented students.

2. Ensure all Baruch students have access to the personal, academic and professional support services they need to thrive and be successful.
 - 2.1. Promote a healthier Baruch by encouraging students to seek the mental health counseling and health and wellness services they need to learn and succeed in college.
 - 2.2. Create a seamless student support experience through the integrated use of in-person and technology-based support services, including the development of a virtual “One Stop” shop for student services such as advising, career services, and Financial Aid.
 - 2.2.1. Maintain a central database of students’ interactions with various services and offices to promote efficiency, continuity, and consistency in supporting student success.
 - 2.2.2. Provide faculty and staff with comprehensive information and training about services available to students to promote more effective referrals.
 - 2.2.3. Ensure that resources—including staffing, funding, space, and technology—for student support functions, including Academic Advisement, the Counseling Center, Student Academic Consulting Center, and the Starr Career Development Center, are sufficient to provide access to services for all students.
 - 2.2.4. Conduct benchmarking research to identify innovative models for the delivery of student support at peer institutions.
 - 2.3. Support students’ career development throughout their Baruch experience by infusing programs and services that engage them in self-assessment activities, help them explore and develop their talents and skills, and obtain employment in their desired field.
 - 2.4. Ensure that students enrolled in non-credit Continuing and Professional Studies and Executive Management courses and programs have access to resources that support their learning and assist them in achieving their academic and professional goals.
 - 2.5. Increase coordination between Alumni Relations, College Advancement and Career Services and the academic departments and schools to strengthen ties to the alumni network and grow student opportunities for mentoring, experiential learning, and employment.
3. Enhance student and alumni engagement.

- 3.1. Develop a broad range of opportunities and enhanced physical space to strengthen engagement of undergraduate and graduate students with the College and with each other.
- 3.2. Build a committed alumni community by engaging them with new ideas and opportunities. Increase alumni participation in student career events, recruiting, and volunteer opportunities such as mentoring.

Goal V: Elevate and embed the principles of diversity, equity, inclusion, and cultural competency throughout the College.

Baruch College enjoys the benefit of tremendous diversity because of its location in the heart of one of the most diverse cities in the world and due to our long-standing commitment to providing an affordable education to the students of the City of New York. The College now commits to harness and build on the strengths of that diversity by engaging in intentional conversations about diversity, equity and inclusion, working to hire a broadly diverse faculty and staff, promoting an inclusive and supportive environment for all members of the College community, and developing the cultural competencies of its students, faculty, staff, and administration

1. Create and coordinate campus-wide programming, resources, and educational opportunities regarding issues of diversity, inclusion, and cultural competence.
 - 1.1. Designate functions that will be responsible and accountable for coordinating strategies and disseminating information about diversity and inclusion initiatives and events on campus.
 - 1.2. Create opportunities for collaboration among Student Affairs, Academic Affairs, and Enrollment Management and Strategic Academic Initiatives on diversity and inclusion initiatives and projects.
 - 1.3. Create workshops, lecture series, forums and training opportunities on diversity, inclusion, equity, and equality to increase cultural competence, recognizing and showcasing the expertise and talent of faculty and staff
2. Integrate diversity, inclusion, and cultural competency into the curriculum, infuse cultural competency in pedagogy, and support diversity-focused research.
 - 2.1. Establish program and learning goals that include diversity, inclusion, and equity.

- 2.2. Create and fund fellowships and scholarly incentives for diversity and inclusion projects and initiatives.
 - 2.3. Encourage cross-disciplinary collaborations around diversity and inclusion-related topics.
 - 2.4. Provide support to faculty and departments in meeting the learning needs of a diverse, multilingual, global student body.
3. Cultivate a College-wide value system that is respectful and mindful of the expansive diversity of the members of the College community.
 - 3.1. Establish operational and behavioral standards for conducting the work of the College with collegiality and respect.
 - 3.2. Create a College-wide diversity and inclusion statement, as well as a common language for respectful discussions of diversity on campus.
 - 3.3. Form a Presidential Advisory Council on Diversity and Inclusion, the members of which will be appointed by the President and representative of the faculty, staff, students, and administration. Charge this Council with supporting Baruch in assessing and enhancing a diverse and respectful campus community.
 - 3.4. Protect long-standing academic principles of freedom of thought and expression in all aspects of Baruch's curriculum, pedagogy, and activities.
4. Increase efforts to recruit and retain a diverse faculty, staff, and student body.
 - 4.1. Develop specific goals for increasing diversity, as well as support mechanisms designed to facilitate and promote the academic success and retention of underrepresented faculty, staff, and students at Baruch College.
 - 4.2. Work to develop pipelines for faculty, administrators, and students from underrepresented groups.
 - 4.3. Include in service to the College the activities of those who work to foster College-wide diversity and inclusion through committee leadership, program development, and mentoring and advising of students from underrepresented groups.
 - 4.4. Develop mentorship opportunities for faculty and staff from underrepresented groups to improve their success in teaching, research, service, and advancement.
 - 4.5. Develop a peer mentorship program for students from underrepresented groups to improve academic and career success, group cohesion, and affinity.

- 4.6. Explore the creation of a Diversity and Inclusion Innovation award for faculty and staff.

Goal VI: Enhance faculty and staff satisfaction and engagement.

Faculty and staff are the foundation of the College's excellence and success. These invaluable people educate and support the Baruch student body and contribute knowledge, art, and culture to the city, nation, and world. Baruch recognizes and recommits to supporting its faculty and staff as they fulfill the important mission of the College. The College will review, rethink, and—where appropriate—reorganize to improve efficiency, effectiveness, coordination, and communication across the College to enable faculty and staff to fulfill their responsibilities to the best of their abilities.

1. Improve and strengthen the College's shared governance model.
 - 1.1. Provide additional structured and regular opportunities for faculty and administrators to discuss issues, solve problems, and substantively engage with one another.
 - 1.2. Develop a culture of shared accountability for institutional effectiveness and student success among all faculty, staff, and administrators.
 - 1.3. Identify opportunities and incentives to encourage faculty engagement across the College and develop a culture of robust participation.
2. Recognize and celebrate excellence in the work and achievements of members of the faculty and staff.
 - 2.1. Provide exemplars of and recognition for high-level performance of faculty and staff who advance the mission of and provide excellent service to the College.
 - 2.2. Provide opportunities and encouragement for faculty and staff to share expertise with both internal and external audiences.
3. Enhance resources, processes, and systems to support faculty and staff.
 - 3.1. Develop a systematic approach to identifying, creating, and offering professional development opportunities for faculty (both full-time and adjunct) and staff.
 - 3.2. Support the development of more formal mentoring relationships among staff and faculty throughout the College.

- 3.3. Leverage the College's existing technology resources to better support faculty and staff; provide training and support where needed to make full and efficient use of technology.
- 3.4. Simplify, improve, and streamline processes to reduce or remove bureaucratic impediments and frustrations.
- 3.5. Model a modern work place in terms of our use of space, technology, and environmentally sound practices.
- 3.6. Refresh and maintain the College's current facilities, maximizing the use of existing space and exploring opportunities to expand the College's current footprint.

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