



Strategic Plan, 2013–2018 (Summary)

Baruch College has made major strides in the last decade, achieving significant academic success and rising in national recognition, and has steadily become more desirable to prospective students and faculty. **What can be achieved in the next five years?**

Vision for the Future

Baruch College will be a global leader in public urban education, ranked among the top public colleges in the United States. The student body, one of the most diverse in the nation, brings an unparalleled breadth of cultural experience to the campus and enriches teaching, scholarship, and student life. On this foundation, Baruch will provide students with the skills and knowledge, the perspectives and capacities, needed to pursue their aspirations in today's global city and globalized world. Through expanded global initiatives, the College will offer a curriculum that reflects students' extraordinary cultural diversity and invites them to reach in their knowledge and imagination beyond the horizon of their own identity and background.

Key Themes

- **Foreground the unique qualities of the three Schools**
- **Reduce the student-faculty ratio**
- **Enhance the opportunities for faculty research and scholarship and for student participation in research**
- **Expand the College's international programs and opportunities for study abroad**
- **Enrich campus space and student life**
- **Revamp and streamline administrative procedures campus-wide**
- **Establish fiscal sustainability**

Strategic Goals & Specific Initiatives

I. Enrich and Expand Academic Programs

Zicklin's reputation and centrality to the College are increasingly complemented by Weissman's emergence as a high-quality liberal arts school and SPA's growing profile in government and the nonprofit sector.

Major initiatives: a 15-20% increase in full-time faculty; sustainable plans for supporting research-active faculty; continued leadership within CUNY in developing master's programs; expanded and effective hybrid and online education; enriched honors programs.

II. Enhance the Academic and Co-curricular Experience

Access and excellence will remain the keystone of the College's mission as we attract academically strong students, expand advising and tutoring, and increase Learning Communities.

Major initiatives: design and creation of the 25th St. Plaza; a student center; expanded residence halls; greater opportunities for study abroad and exchange programs.

III. Deepen Engagement with the World Outside the Campus

The hallmark of a Baruch education will be a global perspective on world affairs and critical awareness of the political and ethical issues of the day.

Major initiatives: development of global studies in Weissman; cross-school global studies at the undergraduate and graduate levels, including new master's programs; recruitment of international students, targeting Brazil, China, and Turkey; new Zicklin international executive programs and joint degrees.

IV. Establish Effective College-wide Coordination and Collaboration

Achieving the strategic goals requires the College to become a friendlier, more transparent, and more inviting place to study and work.

Major initiatives: a project of institutional effectiveness involving the entire staff and administration of the College; a review by the faculty of governance bodies and documents; a new Information Technology plan.

V. Strengthen Financial Foundation and Infrastructure

As public funding fails to keep pace with the needs and aspirations of public universities, the College will need to generate significant new resources through revenue-producing initiatives, contract research and public-private partnerships, sponsored research, and new master's programs as well as vigorous ongoing fundraising and alumni support.