



High-Level Strategic Plan

Draft - 4/17/23

MISSION

Baruch College is a **place of opportunity and exploration** where students, faculty, and staff transform their futures, their professions, and their communities. In the heart of New York City, our diverse and inclusive community is driven by learning, innovative knowledge creation, and intellectual discovery for local and global impact.



VISION

Baruch College will be a national model for access and excellence, where ambitions are realized. Leveraging the dynamism of New York City and our steadfast commitment to innovative teaching, research, and collaboration, we will create life-changing experiences for our students, faculty, and staff to make transformative impact on our world.

VALUES

Collaboration & Connection

We advance partnerships within and beyond the campus community, bring together diverse perspectives, and maximize interdisciplinary teaching and research.

Excellence

We lead with integrity, quality and rigor in our academic, social, and professional pursuits.

Impact

We create opportunities for our students, staff and faculty to make positive change to affect their futures, professions, and communities.

Inclusion

We foster a community of belonging, embracing people with diverse perspectives, identities, and backgrounds.

Innovation

We are change-agents dedicated to advancing knowledge, expanding understanding, and deploying creativity to solve problems.

GUIDING COMMITMENTS

Listen with Care

Support our diverse community by listening actively so as to implement principles of inclusion and equity across all priority areas.

Strategic Communication

Strengthen communication while expanding reputational footprint to include all three schools, research and scholarly endeavors, and expanded social impact.

STRATEGIC PRIORITY AREAS

Maximize Our Students' Potential to Succeed

Increase access to excellence and empower all students to succeed.

KEY INITIATIVES

- ▶ Provide learning opportunities that are flexible, dynamic, experiential, and connected to New York City
- ▶ Optimize student success infrastructure to be more nimble and effective through integrated technology, streamlined advising, and peer mentoring
- ▶ Create structures for cross-campus collaboration on student support
- ▶ Close equity gaps for all students both in-person and online
- ▶ Provide effective, accessible communication for students
- ▶ Develop a culture where student success is everyone's responsibility

Promote Excellence in Research and Impactful Teaching

Foster teaching and research symbiotically to achieve local and global impact.

KEY INITIATIVES

- ▶ Support excellent, innovative and high-impact research, scholarship and creative work
- ▶ Recognize, support, and incentivize excellent, accessible, and inclusive pedagogy
- ▶ Significantly increase undergraduate and graduate student involvement in research
- ▶ Integrate sustainability and social justice within and across teaching and research
- ▶ Elevate our reputation for research and scholarship nationally and internationally

Strengthen Our Collaborative and Engaged Community

Cultivate a thriving campus community where students, staff, and faculty feel a sense of belonging and experience opportunities for connection and growth.

KEY INITIATIVES

- ▶ Cultivate a respectful and collaborative campus culture that embraces wellness and growth so that students, faculty, and staff thrive together
- ▶ Create vibrant community-building events and opportunities to foster a sense of belonging and connectedness
- ▶ Revise and improve shared governance and decision-making, including the integration of staff representation
- ▶ Enhance hiring, onboarding and new employee experience
- ▶ Strengthen communication and engagement with all constituencies

Optimize Operations and Infrastructure

Enhance operational and fiscal effectiveness, while improving physical and information infrastructure to meet growing needs of the community.

KEY INITIATIVES

- ▶ Promote fiscal sustainability through activity-based budgeting, a significant capital campaign, and endowment growth
- ▶ Improve physical infrastructure including classroom, labs, and community spaces for students, faculty and staff to learn, connect, collaborate and innovate
- ▶ Strengthen transparency and understanding of budget and planning processes
- ▶ Leverage data for decision-making both strategically and ethically
- ▶ Invest in digital infrastructure to increase efficiency, improve processes, and reduce administrative burden
- ▶ Exercise robust future planning responsive to uncertainties and externalities