

BARUCH 2028: UNSTOPPABLE

Baruch College—College Focused Goals for AY2023-24

1. Maximize Students' Potential to Succeed

- Provide learning opportunities that are flexible, dynamic, experiential, and connected to NYC.
 - Charge and convene Experiential Learning Working Group.
 - Recruit and appoint Director of Experiential Learning.
 - Create inventory of potential partners in industry, government, community, and cultural organizations.
 - Identify prospective partners and define articulation agreements.
 - Increase study/travel abroad and travel away participation.
- Optimize student success infrastructure to be nimble and more effective though integrated, streamlined advising and peer mentoring.
 - Create transfer advising roadmaps for the six largest transfer majors.
 - Design a sustainable suite of robust and comprehensive mentorship programs:
 - i. A mentorship model, including peer mentoring for first-year students.
 - ii. Design a sustainable transfer mentoring and coaching program.
 - iii. Expand the alumni mentoring program.
 - Implement department liaison advisors for every department.
- Create structures for cross-campus collaboration on student supports.
 - Implement interdivisional working groups that improve cross-college communications and support student success:
 - i. Enrollment Strategy Working Group
 - ii. Undergraduate Advising
 - iii. Graduate Student Success
 - iv. Experiential Learning
 - v. Global Opportunities
 - vi. Course Scheduling
 - Start implementing organizational changes in Academic Affairs according to Learner Success Lab recommendations (e.g., Academic Advisement, New Student Programs).
 - Start implementing Counseling Center's integrated mental health program (TIBI).
- Close equity gaps for students both in-person and online.
 - Identify specific student equity gaps by school and degree program.
 - Develop and implement additional levels of academic and social supports in gateway courses (e.g., recitation sections for gateway quantitative classes).
 - Promote and support *Inclusive Pedagogy at Baruch College* for faculty development and staff professional development.
 - Design *Transfer First-Year Experience Program*.
 - Build equity gap mitigation into *Academic Program Review (APR)*.
 - Continue Open Educational Resources (OER) program.
 - Institutionalize Success Amplified as a sustainable program.

- Provide effective, accessible communication for students.
 - Reinvigorate student communications groups to coordinate and enhance student communications.
 - Establish and expand academic early alert/early detection systems to support student success and increase student engagement (e.g., expand early alert to include pre-business core courses).
 - Explore opportunities for engagement between students and leadership, through direct lines of communication, such as scheduled events and drop-in opportunities.
- Develop a culture of student success as everyone's responsibility.
 - Include the commitment to student success in position descriptions for all new hires and articulate in annual evaluations.
 - Design and implement professional and leadership development programs for faculty and staff toward an innovative, coordinated, and holistic approach for student success.
 - Initiate a brand commitment to student success in all messaging.

2. Promote Excellence in Research and Impactful Teaching

- Support excellent, innovative, and high-impact research, scholarship, and creative work.
 - Refine reassigned time program for faculty [academic council] and secure additional funding for future [deans].
 - Create opportunities around interdisciplinary clusters of knowledge.
 - i. Continue to build interest in collaborative research.
 - ii. Build community and opportunity within and across the three strategic research clusters (data science, climate studies, entrepreneurship and innovation).
 - Invite high-profile faculty and practitioners, including public scholars, to campus; development focus on securing funding for high-profile hiring in future.
 - Support grant-active faculty with professional development and grant writing support.
- Elevate our reputation for research and scholarship nationally and internationally.
 - Amplify faculty research achievements externally and internally.
 - Increase public promotion of research and monitor of public impact.
 - Seek opportunities to host research conferences and other professional gatherings.
 - Enhance relationships with targeted academic and professional organizations.
 - Promote research on LinkedIn, Instagram, X, as well as Baruch and CUNY sites.
 - Improve SEO to make faculty names and expertise findable in search.
 - Provide workshops to faculty on how to make their work more visible (collaboration with library).
- Recognize, support, and incentivize excellent, accessible, and inclusive pedagogy.
 - Increase professional development for pedagogic innovation.
 - Clarify teaching expectations in annual evaluations and elevate the importance of effective teaching in the reappointment process.
 - Initiate review of the peer observations and student course evaluation processes.
- Significantly increase undergraduate and graduate student involvement in research.
 - Develop faculty capacity to integrate research opportunities with student learning.
 - Seek grant funding to support student research opportunities.
- Provide opportunities to integrate sustainability and social justice across teaching and research.
 - Educate and engage school and department curriculum committees on opportunities for integrating sustainability in curriculum.
 - Create and charge a sustainability and climate umbrella group to oversee College activities (e.g., support for professional conference attendance; grant writing; student research; expand annual climate studies conference).

- Deliver high-quality online programs.
 - Launch OMBA and OMPA.
 - Continue development of two additional master’s programs.
 - Begin development of two undergraduate degree completion programs.
 - Add instructional design staff.

3. Strengthen Our Collaborative and Engaged Community

- Cultivate a respectful and collaborative campus culture that embraces wellness and growth so that students, faculty, and staff can thrive.
 - Analyze existing student, faculty, and staff surveys to create a baseline to identify needs.
 - Design programs to enhance learning opportunities and resources for physical and mental health, wellness, and work-life balance.
 - Design programs to enhance learning opportunities for continuous professional development for employees.
 - Design training and engaged activities to enhance cultural responsiveness, respect, and civility. Design training and engaged activities to address implicit and explicit bias.
 - Maintain a culture of academic freedom in research and teaching.
- Create vibrant community-building events and opportunities to foster a sense of belonging and connectedness.
 - Provide opportunities for faculty, staff, and students to connect or network in community settings, such as book readings, festivals on the Clivner=Field Plaza, volunteer opportunities, and an enhanced employee recognition program.
 - Develop annual plans at the beginning of each academic year to host community-wide activities to celebrate diverse heritage, traditions, and religious holidays (e.g., host activities that celebrate and support various communities and their holidays).
- Revise and improve shared governance and decision-making, including the integration of staff representation.
 - Launch a process to renew, revise, and share governance documents to be more effective and fully inclusive of the campus community and stakeholders, such as a structure for formal staff representation.
- Enhance hiring, onboarding, and the new employee experience.
 - Standardize and streamline the onboarding experience (e.g., welcome event, swag, mentoring, understanding of how we measure success).
 - Strengthen College-wide diversity hiring and retention policies/practices.
 - Distribute, present, and discuss the Affirmative Action plan executive summary to Cabinet and other leadership bodies.
- Strengthen communication and engagement with all constituencies.
 - Assess campus community perspective of stakeholder communications.
 - Develop College *Strategic Communications Plan* for all stakeholders.

4. Optimize Operations and Infrastructure

- Promote fiscal sustainability through incentive-based budgeting, a significant capital campaign, and endowment growth.
 - Hire a consultant to complete the design of Incentive Based Budgeting (IBB).
 - Start active planning for the College’s next capital campaign.
 - Start the lobbying effort for a CUNY endowment match in the NYS budget.

- Strengthen data transparency and understanding of budget and planning processes.
 - As part of the IBB process, design a bridge budget process that links enrollment change and other activity with changes to budget resources and that includes a continuous improvement feedback loop with the campus community.
 - Streamline communication and coordination between administrative teams and users.
 - Conduct a process analysis to eliminate redundant paperwork and unnecessary administrative processes.
 - Create a Data Governance Council to enhance data-informed decision making and process streamlining (e.g., share data related to student outcomes, space usage).
- Improve physical infrastructure, including classrooms, labs, and community spaces for students, faculty, and staff to learn, connect, collaborate, and innovate.
 - Launch campus space inventory and utilization analysis process starting with a complete catalogue of current use of space.
 - Improve student and employee experience on campus—food, elevator, bathroom (e.g., explore vending machines contract with healthy food options, plaza food vendors, and food truck contracting options).
 - Assess current facilities and maintenance operations and devise improved strategy for staffing, scheduling, and key investments that will keep bathrooms cleaner, complete repairs in a timelier fashion; and bring facilities closer to a state of good repair.
 - Create and implement a publicly accessible project timeline for repairs and renovations.
 - Conduct ongoing review of facilities for ADA, NYS Human Rights Law, and NYC Human Rights Law Compliance.
 - Make progress toward meeting annual deferred maintenance targets.
 - Advance capital renovations of the Field Building at 17 Lexington Avenue and share progress and updated timelines with the College community.
 - Study feasibility of an outsourced drop-off daycare center.
 - Explore opportunities for more community spaces for faculty and staff.
- Invest in digital infrastructure to increase efficiency, improve processes, and reduce administrative burden.
 - Communicate technology upgrades more efficiently and effectively and offer training regularly throughout an extended cycle of implementation. [intranet dependent]
 - Adopt digital document workflow (Process Maker).
 - Train department COAs and HEO series employees on processes, such as procurement; course scheduling; travel and expense reimbursement; and running and checking routine reports.
 - Enhance digital and personnel infrastructure to support excellent online learning.
- Exercise robust future planning responsive to uncertainties and externalities.
 - Conduct annual tabletop exercises for emergency management team—to be expanded to include a range of emergencies, such as fire, natural disaster, and political insurgency.
 - Create structure for each division to develop a *Business Continuity Plan* that identifies risks, staffing levels, staff development, staff training, and preparation sufficient to ensure coverage.