

STRATEGIC PLAN 2023-28
MIDPOINT ADDENDUM
A FOCUSED AGENDA THROUGH 2028

TOGETHER WE ARE
UNSTOPPABLE



The Strategic Plan Midpoint Summit

WHY WE ARE RECALIBRATING

Three years into the Baruch College Strategic Plan 2025–28, *Together, We Are Unstoppable*, our community is engaged and building real momentum.

As with any long-term plan for improvement, evaluating progress and reassessing goals and objectives leads to even greater success. To that end, Baruch committed to undertaking a midpoint review of the Strategic Plan that engaged the entire College community. Students, faculty, and staff were welcomed into the process to share their reflections and ideas.

From January through April 2026, students, faculty, and staff participated in listening sessions, town halls, a midpoint summit, and digital surveys. The review confirmed real progress and strong confidence in Baruch's mission. It also identified where the College must become more deliberate, coordinated, and accountable.

One finding stood out: Baruch's values are often felt most strongly in individual relationships, but they are not yet experienced as consistently in institutional systems, communication, decision-making, and shared accountability. Faculty and staff want stronger structures and practical support for collaboration. Students want more opportunities to connect beyond the classroom and an institution that is easier to navigate.

These needs have become more urgent as enrollment remains near capacity, artificial

intelligence reshapes learning and work, and space constraints affect daily campus life. The Year 3 Report to the Community also shows that Baruch has the people and momentum to respond. The midpoint is the moment to concentrate our attention on a smaller number of shared institutional priorities.

Our mission, vision, and values continue to guide every decision.

The four strategic priority areas remain the framework for the five-year plan:

1. **Maximize Students' Potential to Succeed**
2. **Promote Excellence in Research and Impactful Teaching**
3. **Strengthen Our Collaborative and Engaged Community**
4. **Optimize Operations and Infrastructure**

This addendum is intended to be read alongside the annual Strategic Plan Progress Reports. The progress reports document what the Baruch community has accomplished over the past three years. This addendum explains what we learned at the midpoint and how we will focus our work through 2028. It does not replace the Strategic Plan; it sharpens how we will carry it out.

OUR FOCUS THROUGH 2028

For the remaining years of the plan, we will organize our work around four new institution-wide initiatives that turn those priorities and commitments into: a more coordinated student experience; a stronger capacity for teaching and work in an AI-driven world; a physical campus that better supports learning and connection; and a culture that makes collaboration and shared responsibility part of how the College operates.

Our new initiatives outlined here are explained in greater detail in the next section:

- **Next Level Student Success Initiative**
An integrated and student-centered infrastructure that helps students navigate Baruch from their first interaction through graduation. This initiative is beginning implementation.
- **Baruch AI Leadership Initiative**
Shared institutional capacity for responsible AI learning, applied experience, faculty and staff development, and external engagement. This initiative is ready for implementation.
- **Campus Facilities Master Plan**
A sequenced plan to improve the capacity, functionality, accessibility, and coherence of the spaces where our community learns, works, and connects. This initiative is ready for phased implementation.
- **One Baruch**
A proposed college-wide framework for stronger cross-unit execution, shared ownership, belonging, voice, and communication, to be shaped with the broader community before it is finalized. Community engagement to create the framework will begin in Fall 2026.

As we shift from a more global approach to one that is more focused and inclusive, we will move from:

- **Many worthwhile efforts to four integrated initiatives.** The next phase will be organized around work that requires sustained commitment and cross-functional coordination.
- **Individual effort to supported cross-unit execution.** Collaboration will be built into roles, processes, incentives, and resource decisions rather than depend mainly on personal commitment.
- **Reporting activity to demonstrating progress.** College-Focused Goals (CFGs) will identify measurable outcomes, responsible units, milestones, and opportunities to adjust when conditions change.



NEXT LEVEL STUDENT SUCCESS INITIATIVE

Strategic Plan Connection: Maximize Students' Potential to Succeed; Strengthen our Collaborative and Engaged Community; Maximize Operations and Infrastructure

Next Level Student Success responds directly to the student-facing priorities in the Strategic Plan and to additional needs identified during the midpoint review process. It moves Baruch toward an intentional, integrated support infrastructure and approach that helps students navigate their college journey more effectively from their first interaction through graduation. At the center of the initiative are Success Teams and a redesigned Baruch One Stop Shop that will connect advising, academic planning, career development, technology-enabled support, curriculum navigation, and student engagement. These teams will not replace the expertise of schools, departments, or advising offices. They will integrate that expertise into the process and reinforce a shared institutional responsibility for student success. As a CUNY Beyond campus, we will further enhance this initiative by supporting career-infused pedagogy, growing paid internship opportunities, and more.

Focused Objectives:

- Strengthen advising and student support capacity
- Expand career readiness and experiential learning opportunities
- Reduce administrative barriers to degree completion
- Simplify curricular navigation
- Deepen student belonging and connectedness

Implementation

The College has fully developed the initiative's framework and has begun coordinated implementation. To guide activities in Year 4,



relevant divisions and units will have priorities through CFGs with measurable objectives, named owners, cross-unit partners, and regular reviews. Technology will support better navigation, communication, and timely intervention, but we will measure success by whether students experience Baruch as more connected and effective.

What Students Should Experience by 2028

As we make progress, students should experience Baruch as more coordinated, proactive, and easier to navigate. They should receive clearer guidance at important transition points; connect learning with career goals earlier; encounter fewer avoidable administrative and curricular barriers; and find more opportunities for belonging and connection.

BARUCH AI LEADERSHIP INITIATIVE

Strategic Plan Connection: Promote Excellence in Research and Impactful Teaching, while supporting student success and operational effectiveness

Artificial intelligence is changing how knowledge is created and disseminated, how work is organized, and how students will enter and advance in their professions. Baruch must prepare students to use AI with fluency, judgment, and responsibility while giving faculty and staff the support and guidance they need to lead through continued change.

Building on the work already underway across the College, and with assistance from top industry experts, the initiative will organize a shared institutional capacity through two connected components:

- The AI Learning Commons will serve as the shared adoption and learning layer, bringing together teaching resources, approved curriculum modules, responsible use guidance, use cases, tools, and workflows for courses, programs, and College operations.

- The Applied Intelligence Lab will provide faculty-supervised partner projects grounded in real problems, constraints, and responsible-use expectations. Lessons learned will be added to the Commons as reusable cases, curricula, credentials, workflows, and professional-education content.

Focused Objectives:

- Teach AI readiness and ethical, responsible use
- Support teaching innovation, academic integrity, and student career readiness
- Build faculty and staff capability, clear institutional guidance, and responsible workflow modernization
- Increase applied learning, industry engagement, and the reuse of lessons across the College to stay current

Implementation

A faculty-led collaborative team that includes students, administrators and staff will lead the development of a multiyear roadmap that is ready for implementation during Fall 2026 through CFGs. Regular reviews will keep learning pathways, guidance, and applied work responsive to change and focused on Baruch's academic mission.

What the College Should Be Able to Do by 2028

Baruch will embed responsible AI learning across students' academic experience, support repeatable faculty and staff development, convert experimentation into shared resources, create applied-learning opportunities, and connect academic expertise with industry and alumni experience.



CAMPUS FACILITIES MASTER PLAN

Strategic Plan Connection: Optimize Operations and Infrastructure



The Campus Facilities Master Plan recognizes physical space as a strategic investment in learning, work, and community. Enrollment near capacity continues to strain classrooms, offices, study areas, the library, and shared spaces. Movement across campus, building conditions, technology, and the availability of places to gather all shape the daily experience of students, faculty, and staff. The Year 3 Report to the Community documents the broad campus participation that informed the plan. The next phase is to translate that work into a clear sequence of practical decisions and investments.

Focused Objectives:

- Increase capacity where possible in classrooms, offices, study areas, the library, and shared campus environments
- Improve functionality across classrooms, offices, collaborative spaces, and performing arts facilities
- Support academic realignment by improving adjacencies, visibility, navigation, and access
- Align the physical organization of the campus with how students, faculty, and staff learn, work, and connect

Implementation

The master plan will be finalized after community presentations in Fall 2026. CFGs will identify near-term priorities, responsible units, dependencies, and milestones. Projects will be sequenced according to urgency, community impact, feasibility, and available capital and operating resources. The College will regularly communicate progress and the practical tradeoffs that shape implementation.

What the Campus Should Experience by 2028

Work will have begun to create better-equipped classrooms; more useful and welcoming shared spaces; clearer movement and navigation; more efficient access to shared services—and a campus where it is easier for our community to learn, teach, work, and connect.

ONE BARUCH

(Conceptual framework for community input and development during Fall 2026)

Strategic Plan Connection: Strengthen Our Collaborative and Engaged Community, while enabling all four Strategic Plan priorities

One Baruch responds to the finding that our values are experienced most strongly through individual relationships but less consistently through institutional structures. It is envisioned as the connective framework that helps advance the other three initiatives, and it enables operational offices, academic units, and governing bodies to succeed together.

Unlike the other three initiatives, the design and planning for One Baruch is not yet finalized. The framework is intentionally being presented now so the Baruch community can help shape its priorities, boundaries, ownership, and measures before implementation begins. Community participation will be part of its design, not simply part of its rollout.

The Proposed Framework:

- Culture, belonging, voice, and communication will be strengthened through transparent communication; meaningful participation; inclusive shared governance; recognition of values-aligned work; and a stronger institutional identity alongside school, department, and role-based identities.
- Enterprise accountability and cross-unit execution will be achieved through clear responsibility for institution-wide work; practical coordination across units; incentives that support collaboration; and ways to resolve barriers that no single office can address.

Questions for Fall 2026 Engagement

- Where can current College structures or practices be made more collaborative?
- What would make shared ownership meaningful and sustainable for faculty, staff, and students?

- How should Baruch strengthen belonging, voice, recognition, and transparent communication?
- Which early actions and measures would show that One Baruch is changing everyday institutional experience?

Development Pathway

During Fall 2026, the College will share the initiative's framework and invite students, faculty, and staff to respond through campus conversations and focused engagement. That input will refine the scope, initial commitments, ownership, and measures. Only then will One Baruch be finalized and translated into implementation priorities and future CFGs.





Integrated Implementation and Accountability

The four initiatives sharpen the original strategic plan by concentrating our collective effort and resources on the areas with the greatest potential to advance Baruch's goals and deliver meaningful progress through 2028. The first three initiatives are ready for implementation. One Baruch will proceed first through community engagement and project design.

The annual CFG process will remain the principal mechanism for translating strategy into action supported by appropriate resources. For the three implementation-ready initiatives, relevant CFGs should include:

- Measurable objective(s) tied to an intended institutional or community outcome
- Clearly identified owner(s) and the cross-unit partners required for success
- Milestones, resource needs, dependencies, and known barriers
- Regular review of progress, with adjustments when evidence or changing conditions requires them
- Clear communication to the campus community about progress, lessons, and next steps

We will align this work with budget and resource decisions, the CUNY Strategic Alignment Report, and Middle States Commission on Higher Education accreditation activities so that planning, assessment, and reporting support one another. We will evaluate progress using both quantitative measures and qualitative evidence of student experience, organizational culture, collaboration, and institutional effectiveness.

What the Baruch Community Can Expect Next

During Year 4, we will advance Next Level Student Success, the Baruch AI Leadership Initiative, and the Campus Facilities Master Plan through CFGs and the work of the units leading their implementation. We will track progress, address barriers, and communicate candidly about what is advancing, what needs adjustment, and what we are learning.

In Fall 2026, we will invite students, faculty, staff, and other members of our community to help shape One Baruch. Their ideas and experiences will help us transform the framework into a practical College initiative that strengthens how we work, communicate, and support one another.

Over the next two years, we can build on the progress to date and create a Baruch that is easier to navigate, more collaborative, more confident in leading in an AI-driven world, and better aligned in its spaces, systems, and resources.

Baruch is poised for a breakthrough. We now have an opportunity to turn our momentum into lasting change—by focusing our efforts, assessing our progress honestly, and taking shared responsibility for our future. Together, we can strengthen access and excellence, fulfill the promise of our public mission, and ensure that talent and ambition continue to find opportunity at Baruch.

Together, We Are Unstoppable.