

STRATEGIC PLAN 2023-28

YEAR 3: REPORT TO THE COMMUNITY

TOGETHER WE ARE

UNSTOPPABLE

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“The plan remains our guide and a living commitment that must evolve with our community and the world around us. Guided by our values of excellence, impact, inclusion, and innovation, Baruch delivers a world-class, high-value education.”

PRESIDENT S. DAVID WU

MESSAGE FROM THE PRESIDENT

S. DAVID WU

Dear Baruch Community,

We have completed Year 3 of Baruch College's five-year strategic plan, *Together, We Are Unstoppable*, and reached an important midpoint—a time to recognize our progress, apply what we have learned, and act on the work ahead. The plan remains our guide and a living commitment that must evolve with our community and the world around us.

Guided by our values of excellence, impact, inclusion, collaboration, and connection, we deliver world-class, high-value education to over 20,000 students. Demand continues to grow, despite regional and national enrollment pressures. Yet enrollment alone is not our measure of success. We want every student to leave Baruch with the knowledge, judgment, experience, and confidence not merely to succeed in a changing world, but to help shape its future.

Through listening sessions, town halls, surveys, and our collegewide Midpoint Summit, students, faculty, and staff assessed our progress and shaped what comes next. We identified where to sustain momentum, change course, and act faster. The Strategic Plan Midpoint Addendum turns that input into priorities for Year 4 and beyond.

Among the most consequential accomplishments of Year 3:

- **We strengthened student success.** Through ExCEL, our community-engaged learning program, more than 600 students joined 14 projects connecting coursework with community partners. A redesigned First-Year Seminar combines hands-on learning, peer mentoring, respectful dialogue, and online safety education.



Advisors now link course choices with career goals, while better planning and enrollment tools and a stronger one-stop service center make support easier to access. These changes laid the foundation for Next Level Student Success, our collegewide approach to coordinated support.

- **We strengthened research, teaching, and student scholarship.** Faculty in four cross-disciplinary groups produced 48 publications, submitted 57 grant proposals, and secured \$7.6 million in grant funding. The Faculty Mentoring Network grew by 67 percent to 77 members, and our first Teaching Excellence Week engaged 80 faculty. More than 200 students presented their work at the Research and Creative Inquiry Expo, and we expanded responsible AI education for faculty and students.
- **We increased participation and shared responsibility.** Professional Development Week attendance rose by 14 percent, with expanded training for essential staff on leadership, technology, change, and workplace challenges. The Midpoint Review strengthened our community's role in setting priorities, while a proposed staff council would give full-time staff a formal voice.

- **We strengthened Baruch's foundation.**

Our new Activity-Based Budgeting model connected resources more directly to teaching, student success, and institutional priorities. Our capital campaign raised \$77.5 million—exceeding its June 2026 goal—and the endowment, which supports students and faculty, surpassed \$365 million. More than 300 community members helped shape a long-term Campus Master Plan, and 20 additional flexible-learning classrooms brought the College's total to 51.

Together, these achievements make student support easier to find, strengthen teaching and research, expand opportunities for staff, and improve the systems and infrastructure that serve us all.

Our work is not finished. Progress has been faster in some areas than in others, and changing technology, financial pressures, and evolving

student needs require us to keep learning and adapting. Yet we enter Year 4 with a stronger foundation, clearer priorities, and real momentum.

Baruch is poised for a breakthrough. Now is the time to turn that momentum into lasting change and set a new standard for what a great public college can be—uncompromising in excellence, committed to advancing talent from every background, and bold enough to reimagine how we teach, support students, create knowledge, and serve the public. I am grateful for all you have done to bring us to this moment, and I look forward to what we will achieve together.

Best regards,

S. David Wu

President, Baruch College



MAXIMIZING STUDENTS' POTENTIAL TO SUCCEED

In Year 3, we advanced Baruch's shared goal of maximizing students' potential to succeed by expanding experiential learning, strengthening student support, improving communication and onboarding, and deepening our collective commitment to student success. We also reached important planning milestones for the Next Level Student Success initiative, creating a stronger foundation for continued improvements across the student experience and for the broader community we serve.

Provide learning opportunities that are flexible, dynamic, experiential, and connected to New York City

We expanded opportunities for students to apply their learning in real-world settings through community engagement, public service, research, and civic dialogue—experiences that connect our classrooms to New York City and beyond.

The Office of Experiential and Community Engaged Learning (ExCEL) community-engaged learning initiative exceeded expectations by embedding 14 projects in academic and co-curricular programs and engaging more than 600 students. ExCEL also created a "Faculty Community-Engaged Learning Resource Guide" and expanded its inventory of community-engaged courses to support continued growth in experiential learning opportunities.



ExCEL partner the Van Alen Institute, a community-led design organization

The College fostered civil discourse and civic engagement through Baruch Connects programming, including Bridging Dinner Conversations and the History 250 series. These programs brought students, faculty, and staff together to examine complex social, political, and economic issues through dialogue and shared learning.

The First-Year Seminar entered a new phase with a redesigned faculty-taught curriculum that integrates experiential learning, civil discourse practice, peer mentoring, and anti-cyberbullying education. The revised model strengthens students' academic transition and creates more opportunities for engagement and belonging during the first year.

Strengthen advising, mentoring, and coordinated student support

We continued building a more coordinated, student-centered support system by connecting advising, career development, mentoring, and student success tools so students can more easily find the guidance they need.

Academic advisors began incorporating Career-Infused Degree Maps into advising conversations, helping students connect academic decision-making with career development earlier in their educational journey. Advising teams also fully transitioned to DegreeWorks as the College's primary degree planning tool used by both students and their advisors.

Graduate mentoring initiatives also expanded. Participation in the Zicklin Graduate Student Ambassador Program grew substantially over the past several years, while graduate programs across all three schools continued to develop

mentoring models that connect students with peers, alumni, and professionals.

Together, we made meaningful progress toward a more integrated student support model, with the planning process for the Next Level Student Success initiative reflecting our shared commitment to making Baruch easier to navigate and more responsive to students' needs.

The Learner Success Leadership Circle brought academic and student support leaders together to improve coordination and strengthen standards of care for students. The College-wide Open House brought together academic departments and student support units to introduce new students to the breadth of opportunities available at Baruch.

Baruch strengthened the Baruch One Stop Shop (BOSS) as a coordinated entry point for student services, developing new service protocols and training materials, and the first BOSS satisfaction survey showed strong student satisfaction. The College also streamlined new student onboarding, helping incoming students transition

more smoothly into the Baruch community, with greater cross-divisional team coordination and improved communications. A coordinated checklist now supports a more consistent student experience across divisions, and an admitted-student portal developed through Slate gives students centralized access to information and next steps.

Close equity gaps for students both in-person and online

Baruch continues to outperform CUNY benchmarks on many equity measures while staying focused on the work still ahead to address remaining disparities in student outcomes.



The unexpected loss of federal Title V funding slowed progress on several planned initiatives, but faculty-led efforts in key gateway courses produced encouraging results. Success rates for all students improved in both ECO 1001 and ACC 2101, suggesting that instructional interventions are helping narrow achievement gaps.

Zicklin's redesign of ECON 1002 also demonstrated promising results. The new model combines weekly in-person instruction with structured asynchronous learning. Student performance on a common final examination matched or exceeded outcomes achieved in traditional sections, providing evidence that thoughtfully designed hybrid formats can support student success while increasing flexibility.

Provide effective, accessible communication for students

We strengthened student communication by expanding the use of Slate and improving outreach strategies across student-facing offices. Graduate admissions now use Slate throughout their process, and the platform supports undergraduate recruitment, admissions communications, recruiter activity, College Now operations, international student processes, onboarding, and student communications.

The College also expanded targeted outreach through the Navigate platform, enabling interactions at important academic milestones and supporting more personalized engagement throughout the student lifecycle.



Develop a culture that student success is everyone's responsibility

Year 3 reinforced what we know to be true: student success is a shared responsibility across our institution. Staff development related to the Next Level Student Success initiative strengthened our commitment to a holistic, campus-wide approach that supports students in and beyond the classroom.

Leadership engagement with students continued through school-based advisory groups, student government partnerships, and direct interaction between students and senior administrators. A cross-divisional steering committee also coordinated Welcome Week programming, creating more opportunities for faculty, staff, and students to connect.

PROMOTING EXCELLENCE

IN RESEARCH AND IMPACTFUL TEACHING

We strengthened Baruch's culture of research, scholarship, and teaching excellence through strategic investments in faculty development, interdisciplinary collaboration, student research, and innovative academic programming. Together, these efforts expanded support for faculty scholarship, increased student research opportunities, advanced AI and teaching initiatives, and launched new online academic programs that broaden access to a Baruch education.

Support innovative, high-impact research, scholarship, and creative work

Baruch advanced its college-wide framework for Artificial Intelligence (AI) education. Faculty leaders from all three schools participated in the Ethical A.I.ms conference and developed related publications. The Center for Teaching and Learning expanded AI-focused professional development, the AI Resource Hub aggregated AI-related information from across the College, and the Newman Library

broadened student-facing AI literacy programming. Interdisciplinary collaboration, mentoring, research development, and internal funding strengthened faculty research by supporting the people and activities that advance Baruch's public impact.

The College's strategic research clusters in data science, climate studies, entrepreneurship and innovation, and Black, race, and ethnic studies (BRES) continued to bring faculty together across traditional disciplinary boundaries.

Collectively, faculty affiliated with these clusters produced 48 publications, submitted 57 grant proposals, and secured \$7.6 million in grant funding. Faculty mentoring and professional development expanded significantly.



Colleagues at the Faculty Research Symposium

Participation in the Baruch Faculty Mentoring Network grew to 77 faculty members, a 67 percent increase over the program's inaugural year and well above its annual growth target. The program supports faculty success across career stages and strengthens connections across the institution.

Baruch also continued to invest directly in faculty scholarship. The Research Reassigned Time program remained a collaborative effort supported by the Office of the Provost and the three schools, while internal research grant programs helped faculty develop new projects and pursue external funding opportunities. The redesigned Faculty Research Symposium also strengthened faculty research support, encouraging broader participation and increasing the visibility of faculty scholarship.

Elevate Baruch's national and international reputation for research and scholarship

Strategic communications, public events, research showcases, and external engagement expanded the visibility of faculty expertise and scholarly achievement, enabling audiences within Baruch and beyond to see the scope and value of our scholarly contributions.

Academic schools also increased efforts to share faculty research with broader audiences. The Weissman School's monthly research spotlight series highlights faculty and student scholarship across disciplines, while the Marx School's communications regularly showcase faculty expertise to audiences both within and beyond higher education.



Baruch-JFQA Climate Finance and Sustainability Conference

Faculty scholarship and thought leadership reached national audiences through media placements, public scholarship, and conference participation. Faculty expertise was featured in media outlets, including *The New York Times* and *Time*. Baruch researchers, administrators, and faculty leaders also participated in national and regional forums that highlighted the College's contributions to public policy, business, higher education, and the humanities.

Conferences and public events further strengthened Baruch's scholarly reputation. The Zicklin School of Business co-sponsored the 3rd Baruch-JFQA Climate Finance and Sustainability Conference with the *Journal of Financial and Quantitative Analysis*, bringing together leading scholars from around the world to present original research and advance the dialogue on climate finance and sustainability. Other events included Marx's conference *Asylum in the City: New York's Past, Present, Future*, the History Department's History 250 initiative commemorating the nation's semiquincentennial, the long-running New York City Latin American History Workshop, disciplinary conferences hosted by Weissman departments, and nationally recognized events sponsored by faculty and schools across the College.

The College expanded digital storytelling that highlights faculty research. Initiatives such as the *Faculty in Focus* video series and enhanced social media promotion made Baruch's research achievements more accessible to wider, more varied audiences. During the last academic year, *Faculty in Focus* had 9,302 impressions and 1,251 engaged views. Across LinkedIn and Instagram, posts related to faculty research garnered more than 390,000 impressions, 5,800 link clicks, and 3,200 reactions.

Recognize, support, and incentivize excellent, accessible, and inclusive pedagogy

Professional development, instructional innovation, and recognition programs that support faculty and enrich students' learning experiences advanced teaching excellence.

The Center for Teaching and Learning expanded opportunities for faculty to strengthen their teaching practices and experiment with new pedagogical approaches. The inaugural Teaching Excellence Week exceeded

participation goals, attracting 80 faculty participants and creating new opportunities for the exchange of effective teaching practices across disciplines.

Faculty learning related to artificial intelligence emerged as a major focus during Year Three. The Center for Teaching and Learning offered workshops on AI-enabled teaching, assessment, and classroom practice, while the Provost and VP of Information Systems co-led a training series for a Copilot Community of Practice.

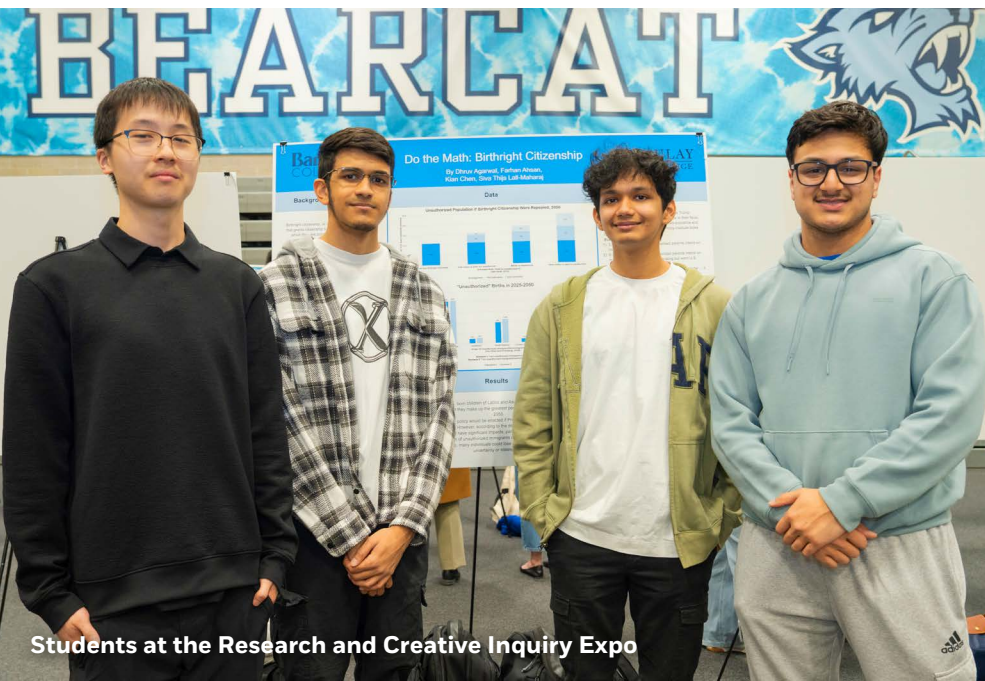
The College also strengthened constructive dialogue and civil discourse education, supporting classroom environments where students can engage thoughtfully with complex and sometimes controversial issues. Schools and departments recognized exceptional teaching through college- and school-level awards, reinforcing Baruch's commitment to innovative, student-centered instruction.

Increase undergraduate and graduate student involvement in research

We expanded opportunities for students to participate in faculty-mentored research and scholarly inquiry, helping them build confidence, deepen their learning, and contribute to knowledge creation across our community.

During Year Three, ExCEL received 16 applications for Faculty-Student Research Awards and supported four faculty projects involving five student researchers. These collaborative projects gave students direct experience conducting original research alongside faculty mentors.

The Research and Creative Inquiry Expo continued to serve as the College's signature showcase of student scholarship and creative work. More than 200 students



Students at the Research and Creative Inquiry Expo

participated in the 2026 Expo, presenting research and creative projects from across all three schools. New preparatory and reflection programming helped students maximize the educational and professional value of their participation.

To support research skill development, the Newman Library launched a series of workshops introducing students to data analysis and visualization using Python and R. These workshops complemented a broader set of initiatives designed to prepare students for research-intensive coursework, faculty collaboration, and graduate study.

Faculty and staff developed new pathways to connect students with research opportunities, strengthen faculty mentoring relationships, and increase visibility of available projects.

Deliver high-quality online programs

We expanded our portfolio of high-quality online programs while continuing to strengthen the infrastructure students need to succeed in flexible learning environments.

The online Master of Science in Finance exceeded enrollment projections in Fall 2025 and Spring 2026. Recruitment for the College's first online Executive Doctor of Education in Higher Education Administration also surpassed expectations, resulting in a Fall 2026 cohort larger than originally projected.

The College advanced additional online offerings, securing state approval for new online psychology programs, including a degree-completion bachelor's program and a post-baccalaureate certificate pathway, broadening opportunities for students seeking flexible educational options.

The Digital Learning Hub supported these academic advances by expanding capacity for



program development, recruitment, enrollment management, instructional design, and digital content production.

Connect sustainability and social justice to teaching and research

Themes of sustainability and social justice emerged across teaching, research, course design, and public engagement, helping us prepare students for complex challenges in New York City and around the world.

Faculty, staff, and students organized conferences, public events, and scholarly activities focused on climate change, environmental justice, and sustainability. The annual Conference on Climate Research, Teaching, and Collaboration convened researchers and practitioners around pressing environmental challenges.

The College advanced new academic offerings in environmental studies. Following approval by both the CUNY Board of Trustees and the New York State Education Department, Baruch moved forward with new degree pathways that integrate environmental scholarship, research experiences, and climate justice perspectives into the curriculum in new BS in Environmental Sciences and BA in Environmental Studies degrees.

STRENGTHENING OUR COLLABORATIVE AND ENGAGED COMMUNITY

Our commitment to this priority underscores one of Baruch's defining features: a respectful, collaborative campus community that creates opportunities for connection, growth, and shared purpose. Across Baruch, professional development, community-building programs, compliance training, and shared governance work strengthened our collaborative and engaged community, reinforcing a culture of care, respect, and accountability. We invested in the professional growth, well-being, and effectiveness of staff and faculty through expanded professional development and compliance education. These efforts help us navigate change, foster respectful workplaces, support employee success, and strengthen our shared understanding of the values, policies, and expectations that guide our work.

Build a respectful and collaborative campus culture

The fourth annual Professional Development Week for College staff offered updated programming based on participant feedback. Sessions focused on new technologies such as artificial intelligence; managing uncertainty, change, and stress; navigating challenging conversations; leadership; and design thinking.

Baruch offered specialized sessions for essential staff in Public Safety, Buildings and Grounds, and Campus Operations based on their feedback and unique job needs. Topics included mental health training, active assailant training, and navigating difficult situations. Attendance at Professional Development Week



Staff and students at the Strategic Plan Midpoint Summit

increased 14 percent over the prior year in part because of expanded offerings for essential staff.

Annual compliance training helps Baruch faculty and staff understand the policies and expectations that support respectful and inclusive practices and reduce serious grievances and complaints. In Year Three, Baruch achieved some of the highest completion rates among CUNY four-year colleges.

Create opportunities for connection and shared engagement

The Strategic Plan Midpoint Review was an opportunity for our campus community to assess progress on the Strategic Plan. From

January through April 2026, listening sessions, town halls, a midpoint review summit, and digital surveys of students, faculty, and staff gathered data and insights on measurable progress and areas for adjustment. Participants also considered the changing global landscape and the impact of AI on life and work.

The college-wide Strategic Plan Midpoint Summit highlighted the importance of collaboration among students, faculty, and staff as we advance Baruch's mission of "learning, innovative knowledge creation, and intellectual discovery for local and global impact."



Student Social Media Ambassadors

The Summit offers a model for future campus-wide stakeholder engagement and demonstrates how our shared work can strengthen Baruch for internal and external communities alike.

Staff experts led campus-wide workshops that trained 200 colleagues on financial processes and strengthened consistency and accountability in budgeting, procurement, travel, and faculty payments. These workshops also support better financial planning and more effective use of information technology and AI tools.

Revise and improve shared governance and decision-making

The College Governance Review Committee advanced revisions to the Governance Charter. In Fall 2025, the committee shared draft articles with Faculty Senate leadership, faculty, and student government representatives and made revisions based on their feedback. The proposed charter will create a staff council, giving full-time staff a formal voice in shared governance. The Committee has set a goal of completing the voting process during the Fall 2026 semester.

Strengthen communication and engagement with all constituencies

The College continued to align communication via channels that reach targeted internal and external constituencies. In addition to the use of Slate and Navigate for prospective and current student outreach, a Student Portal launched in the spring, with continued content development underway, and the Baruch Hub intranet continues to expand functionality and content. The College Social Media Working Group meets twice each semester to discuss best practices and message coordination, and the Office of Communications, Marketing, and Public Affairs (OCMPA) launched a Student Social Media Ambassador program to bring more student voices into the College's main social media channels.

OPTIMIZING OPERATIONS AND INFRASTRUCTURE

We are improving the everyday systems, spaces, and services that help students learn, faculty teach and conduct research, and our campus community do its best work. In Year 3, we prioritized practical improvements that make campus life easier to navigate, support successful teaching and learning, and help students, faculty, and staff get the information and services they need.

Strong enrollment reinforced the importance of this work. In Fall 2025, Baruch enrolled 20,579 students, surpassing its target of 20,200. Strong enrollment trends highlight the need to keep investing in the classrooms, technology, services, and support systems that help students succeed and enable faculty and staff to do excellent work.

Promote fiscal sustainability

In the first year of Activity-Based Budgeting, we implemented a plan to allocate funding to the schools based on revenue-generating teaching activity and to support student success, faculty excellence, and long-term institutional needs through a strategic fund. The first funding cycle drew nine proposals, and the College recommended four high-impact initiatives for presidential approval.

Philanthropic giving was strong. During the quiet phase of its \$150 million development campaign, *The Baruch Formula*, the College raised \$77.5 million in gifts and pledges, exceeding our June 30, 2026 goal. The Baruch College Fund's endowment, which supports students and faculty, surpassed \$365 million in support of student, faculty, and strategic priorities.

Improve campus spaces for learning, connection, and innovation

We advanced planning that will shape how students, faculty, staff, and visitors experience our campus spaces. More than 300 members of the campus community contributed to the



Performance at the annual Bernard Baruch Dinner

Campus Facilities Master Plan and helped guide decisions about classrooms, offices, gathering spaces, and other shared facilities. The College also planned for food service, building reliability, and future use of key campus spaces.

The College strengthened day-to-day campus operations by adding 11 custodial staff to support overnight cleaning, expanding its facilities work-order system, and upgrading 20 more Hyflex classrooms. Baruch now has 51 Hyflex classrooms, giving faculty more teaching flexibility and students more ways to participate in learning.

Leverage data for strategic, sustainable, ethical decision-making

Baruch continues to invest in digital infrastructure to increase efficiency, improve processes, and reduce administrative burden. New dashboards, onboarding supports, and early AI pilots are making services clearer, faster, and more useful across the College. The Office of Institutional Research published a suite of student outcomes dashboards to support academic decision making

The College expanded access to staffing and institutional data, trained staff to use Power BI dashboards, improved onboarding supports and scholarship payment processes, and published an initial Data Catalogue. These steps give campus offices better information and simplify key processes.



Baruch strengthened safety, continuity, sustainability, and responsible technology use planning. The College published incident response checklists, began its first enterprise-wide Business Continuity Planning initiative, re-launched the Sustainability Council, and started a Zero Waste Opportunities Assessment. The College also advanced responsible AI guidance, training, and practical pilots to support employees and improve services to students and faculty.

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