STRATEGIC PLAN 2023-28

TOGETHER WE ARE

UNSTOPPABLE

Baruch COLLEGE | CUNY

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"We grew our appreciation, and aspirations, for Baruch's role as a national model for access and excellence–leveraging the dynamism of New York City and our steadfast commitment to innovative teaching, research, and collaboration to make a transformative impact on our world."

PRESIDENT S. DAVID WU, PHD

LETTER FROM THE PRESIDENT
S. DAVID WU



Dear Baruch Students, Colleagues, and Friends of the College,

I take great pride in presenting to you the *Baruch College Strategic Plan 2023–28*, my first official five-year roadmap for our outstanding institution since I became President in July 2020.

Defining our collective vision for the future and outlining this strategic plan came through a successful and inclusive year-long engagement process that involved and incorporated the input of more than one thousand individuals. Our active community engagement took place during the 2022-23 academic year and featured summits and workshops, town halls and listening sessions, stakeholder surveys, and an always-open feedback forum welcoming all ideas and critiques in writing. This thorough process revealed a deep sense of commitment and enthusiasm across our community as we came together, collaboratively, to share our thoughts and perspectives on the current state of affairs at Baruch, and how we can continue to make ourselves better.

We came away with an expanded appreciation for Baruch College as a place of opportunity and exploration for all members of our community. We have long recognized that we are an institution driven by learning and intellectual discovery. But through the strategic planning engagement process, we grew our appreciation, and aspirations, for Baruch's role as a national model for access and excellence—leveraging the dynamism of New York City and our steadfast commitment to innovative teaching, research, and collaboration to make a transformative impact on our world.

With overarching commitments to Care and Respect and Strategic Communication, our strategic priority areas outline four pillars that are essential for our long-term success—complete with actionable initiatives and expected outcomes. Perhaps the most lasting contribution of this Strategic Plan came from the fact that our community took the time to deliberate and discern our core values as an institution. On top of our list is Collaboration and Connection—a declaration that our plan is fundamentally built on people and their shared sense of purpose and connection to what we do together, which is reinforced by our unwavering commitment to Excellence, Impact, Inclusion, and Innovation.

Ours is truly a remarkable institution that stands out on its own as a national model for higher education. The *Strategic Plan 2023–28* builds from some of Baruch College's most striking characteristics: we serve the underserved, we compete with the very best in the world, and we do so through caring, collaboration, and creativity. In an era that is increasingly turbulent and unstable, when public confidence in higher education is waning, now is the time for us to accentuate the essence of what we do—an institution that creates opportunities, demands excellence, and delivers outcomes.

S. David Wu, PhD
Baruch College

BARUCH'S UNDENIABLE IMPACT

Baruch is home to three nationally ranked and well-regarded schools: the Marxe School of Public and International Affairs, the Weissman School of Arts and Sciences, and the Zicklin School of Business. Baruch is the only CUNY college to have all of its schools named and endowed, accelerating opportunities for students, faculty, and staff.

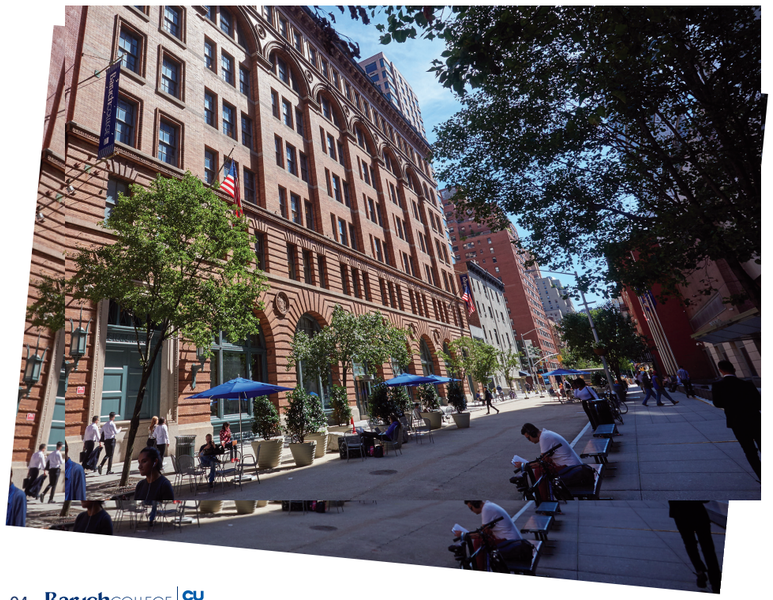
BARUCH BY THE NUMBERS*

NEARLY **20,000** STUDENTS PURSUING BACHELOR'S, MASTER'S, AND DOCTORAL DEGREES

100+
UNDERGRADUATE MAJORS AND MINORS

50+
GRADUATE- AND EXECUTIVE-LEVEL SPECIALIZATIONS/ PROGRAMS

56%
OF STUDENTS ARE THE FIRST IN THEIR FAMILIES TO GO TO COLLEGE



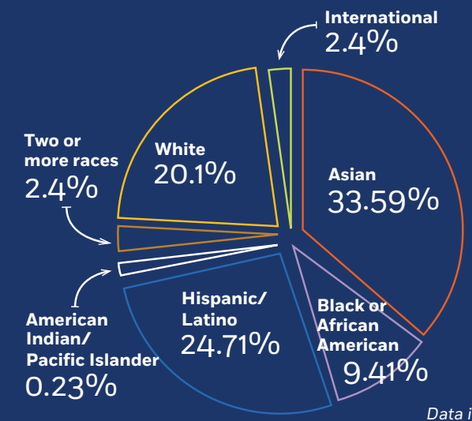
*Data is from 2021–22 unless otherwise noted.

BARUCH BY THE NUMBERS*

STUDENT DIVERSITY

Baruch is one of the nation's top-performing colleges and serves as an engine of opportunity for one of the most diverse student populations in the U.S.

Our students represent **155 countries** and speak more than **100 languages.**



Data is from 2023.

FINISHING STRONG

74%

SIX-YEAR GRADUATION RATE; 11% HIGHER THAN THE NATIONAL AVERAGE

CLOSING THE INCOME GAP**

60% are from households with an income **less than $40,000**

64% received more than **$43 million in Pell Grants**

52% received more than $29 million in NY State Tuition Assistance Program (TAP) grant funds

85% graduate with no federal loan debt

***Data is based on the 70% of enrolled undergraduates who filed a Free Application for Federal Student Aid (FAFSA) in 2020–21.*

POST-GRADUATE OUTCOMES FOR THE CLASS OF 2021†

$62,009

AVERAGE STARTING SALARY
12% ABOVE THE NATIONAL AVERAGE

94%

EMPLOYED OR ATTENDING GRADUATE SCHOOL

†Data collected through December 2021.



OUTSTANDING NATIONAL AND GLOBAL RECOGNITIONS

ASPEN INSTITUTE AND BLOOMBERG PHILANTHROPIES recognized Baruch as an American Talent Initiative (ATI) High-Flier, a national leader in and model for college access and success for lower-income students. Baruch was one of the 12 distinguished public institutions on the list of 28 that also included Princeton, Johns Hopkins, the University of Chicago, and Yale. (2023)

***U.S. NEWS & WORLD REPORT* RANKED OUR MBA #1** among public institutions in New York City and New York State and listed our MPA program in the top 20% nationwide. (2023)

***POETS & QUANTS* RANKED THE FULL-TIME MBA PROGRAM #1** in the U.S. for Return-on-Investment. (2023)

THE MASTER OF FINANCIAL ENGINEERING PROGRAM RANKED #1 in the world by risk.net. (2023)

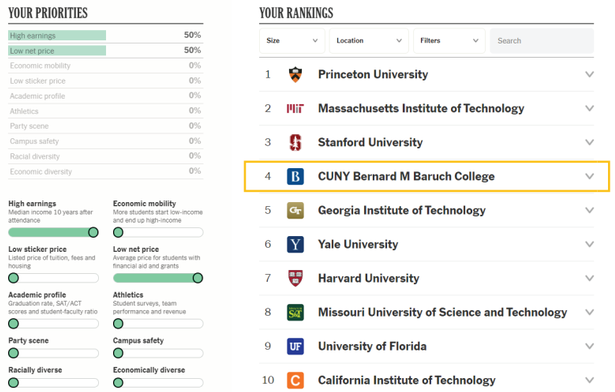
THE *WALL STREET JOURNAL/TIMES HIGHER ED* ranked Baruch #2 in the U.S. for best value. (2021)

THE *PRINCETON REVIEW* RANKED BARUCH #1 "Best Value Public College" in the Northeast and #4 nationally. (2023)

THE *PRINCETON REVIEW* RANKED BARUCH'S ALUMNI NETWORK among the 20 best in the U.S. (2022)

NEW YORK TIMES INTERACTIVE RANKING

The *New York Times* interactive college rankings tool invites readers to "build their own college rankings." Using two criteria that many students and recent graduates said they most value—High Earnings and Low Net Price—Baruch ranks #4 in the U.S. next to Princeton, MIT, and Stanford. When adding such criteria as economic mobility, racial diversity, and academic profile, Baruch is ranked #1 in the U.S. (2023)



A HUB OF INTELLECTUAL DISCOVERY AND SCHOLARLY INNOVATION

DISTINGUISHED GRANTS
Faculty research has been supported by such prestigious organizations as the National Science Foundation, Robert Wood Johnson Foundation, Fulbright Program, Mellon Foundation, and others.

BARUCH CLIMBED SIX SPOTS TO #69 on the University of Texas at Dallas's Top 100 Business School Research Rankings, which is the most universally recognized ranking of business school research in the nation. UT Dallas calculates the number of faculty research publications in top business journals over a five-year period. The current ranking covers work produced from 2018 to 2022.

TOP PRODUCER

of Fulbright student awardees and faculty scholars in 2022–23. The College is among very few institutions in the U.S. to be awarded this designation.



1,304

Number of faculty-generated research and creative projects (books, book chapters, peer-reviewed journal articles, published poems, short stories, plays, films) over the 2021–22 academic year.

OUTSTANDING STUDENT ACHIEVEMENTS

Every year, Baruch students win numerous prestigious fellowships and awards, including Fulbright awards, Benjamin A. Gilman International Scholarships, Congress-Bundestag Youth Exchange Fellowships, Excelsior Service Fellowships, Freeman-Asia Scholarships, Jeannette K. Watson Fellowships, National Science Foundation Research Experiences for Undergraduates, NYC Community Planning Fellowships, and Presidential Management Fellowships.

GLOBAL EXPERIENCE

Following a two-year pause in study abroad due to the pandemic, in Fall 2022

102 STUDENTS STUDIED IN 15 COUNTRIES*

**Baruch's participation exceeded the total number of study abroad students from all other CUNY colleges combined.*

FOUNDATION OF OUR PLAN

ROOTED IN APPRECIATIVE INQUIRY

During the academic year 2022-23, Baruch College spent 12 months on a strategic-planning journey that centered on engagement. Our collaborative approach was designed to elevate the voices of our diverse College community, and this inclusive process resulted in the creation of a strategic plan that builds on our notable strengths and brings forward our collective vision of advancing access, promoting excellence, and achieving exemplary outcomes. The *Baruch College Strategic Plan 2023-28* defines our core values, mission, and vision, as well as the four overarching strategic goals to drive our progress and outcomes.

Building from Baruch's strengths and utilizing appreciative-inquiry and design-thinking methodologies and principles, our community participants engaged in ways that allowed them to:

1. **DISCOVER what gives purpose and meaning—to themselves and Baruch College,**
2. **DREAM of what might be possible if their most cherished values are enacted as organizational realities,**
3. **ENGAGE with one another in open and intentional ways, and**
4. **PARTICIPATE in institutional learning and systemic innovation.**

TIMELINE AND WAYS WE ENGAGED

PHASE 1
Key Stakeholder Interviews
MAY–JULY

- Background Analysis
- Cabinet Planning Retreat

PHASE 2
Engagement, Data Gathering, and Analysis
AUG.–OCT.

- Appreciative Inquiry Summit
- Listening Sessions
- Town Hall Meeting

PHASE 3
Strategic Plan Development
NOV.–FEB.

- Strategic Planning Committee Co-Creation
- Design Thinking Sessions
- Town Hall Meetings

PHASE 4
Plan Finalization and Implementation
MARCH–MAY

- Feedback Sessions
- Community Survey
- Finalization with the Committee



WHAT WE LEARNED

- We are stronger when we work together. We will see the highest level of impact when we place an increased focus on creating intentional moments of collaboration and human connection.
- We should continue to leverage New York City as a prime resource for our students while elevating our voice, our expertise, and the value that we bring to our city and our world.
- We have an opportunity to enhance our operations and processes and to optimize our resources to ensure our students, faculty, and staff receive a world-class experience.
- Baruch is built on an incredibly diverse community. We should lean on our diversity as a strength and address our core issues together.
- Research is a core competency of Baruch. We should build upon the excellence and reputation of our faculty to make greater contributions and impact.
- We must enhance our environments and place an increased emphasis on infrastructure as it relates to student support and physical spaces so we can provide an even higher quality educational experience.

When we work together toward our shared goals, Baruch is UNSTOPPABLE.

THIS IS WHERE EVERYTHING CONNECTS

WHO WE ARE

Our core values serve as a reflection of who we are, and what beliefs and behaviors we expect to see in each other. They are both realized and aspirational as we strive to strengthen our embodiment of these behaviors daily.

We value collaboration and connection, excellence, impact, inclusion, and innovation as these are essential traits in our quest to meeting our mission as a place of opportunity and exploration for all who work and learn here.

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



OUR 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.

OUR 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.

GUIDING COMMITMENTS

These are foundational elements that align across and support each individual strategic priority area. We will achieve the vision for each priority area through advancing these intersecting themes.

Care and Respect

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 our reputational footprint to include all three schools, research and scholarly endeavors, and expanded social impact.

VALUES

These are the commitments that define our organizational character and our norms, behaviors, and mindsets.

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, faculty, and staff to make positive change to affect their futures, professions, communities, and society.

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.

OUR STRATEGIC PRIORITIES

Baruch College's strategic priorities outline a fundamental framework for our long-term success—substantiated with actionable initiatives and expected outcomes. During the timeframe of the strategic plan, we will focus our efforts and resources to delivering on four strategic priorities.

What became clear throughout the year-long planning process is this: What makes Baruch special is its people. Our strategic priorities evolved from the ways in which our community believes we can deliver on our mission—as a place of opportunity and exploration where students, faculty, and staff transform their futures, their professions, and their communities—and our vision, which is to leverage the dynamism of New York City and our steadfast commitment to innovation to create life-changing experiences for our students, faculty, and staff.

With this in mind, our four priority areas focus, respectively, on students, faculty, employees (both faculty and staff), and the infrastructures (physical, technological, and financial) and support that make it possible for everyone to reach their full potential

Through a series of design-thinking sessions, students, faculty, staff, alumni, and stakeholders ideated on the key initiatives Baruch would activate to deliver on the promises of the strategic priority areas. These are outlined here and elaborated on the following pages.



PRIORITY AREAS

MAXIMIZE STUDENTS' POTENTIAL TO SUCCEED

Increase access to excellence and empower all students to succeed.

PROMOTE EXCELLENCE IN RESEARCH AND IMPACTFUL TEACHING

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

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.

OPTIMIZE OPERATIONS AND INFRASTRUCTURE

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

MAXIMIZE STUDENTS' POTENTIAL TO SUCCEED

Increase access to excellence and empower all students to succeed.
Our commitment to student success is unwavering. We know their potential to succeed is undeniable. Their success is our success and that potential drives what we do.

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.
Research, creativity, and innovative teaching never stop. Together, they generate an energy that keeps us on the forefront of knowledge creation that propels our students and faculty forward.



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.

Here, every voice is heard and amplified. This is where everything connects. We care, respect, and support our diverse community through active listening and mindful integration of inclusion and equity principles across all priority areas.

KEY INITIATIVES

- Cultivate a respectful and collaborative campus culture that embraces wellness and growth so that students, staff, and faculty thrive together
- Create vibrant community-building events and opportunities to foster a sense of belonging and interconnectedness
- Revise and improve shared governance and decision-making, including the integration of staff representation
- Enhance hiring, onboarding, and new-employee experiences
- 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.

Here, all we do is go. To continue to propel our vibrant community forward and reach its full potential, our commitment to strengthening our infrastructure is unshakable. We need this to do everything we do, better.



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 strategically, sustainably, and ethically
- Invest in digital infrastructure to increase efficiency, improve processes, and reduce administrative burden
- Exercise robust future planning responsive to uncertainties and externalities



BRINGING OUR PLAN TO LIFE

Our pursuit of an even higher level of quality and excellence through our ambitious strategic goals is made possible through clear action plans and measures of success. To guide our efforts, Baruch will develop, follow, and continuously refine its implementation tactics.

Through the annual college focused goals process, President Wu assigns leadership teams to each priority area who implement plan initiatives in stages. These teams collaborate to develop annual action plans and metrics that measure the outcomes that follow. The plan's initial launch includes:

- Responsive marketing and communication that provides multiple touchpoints for Baruch stakeholders to understand the strategic plan through proactive, clear, consistent, and transparent communications
- Strategic Priority teams consisting of representation from existing structures/committees, key functional/administrative areas, and faculty, staff, and students to determine and activate action plans and measure achievements
- A strategic plan tracking webpage to be launched in 2024 where progress toward goals can be viewed via annual reports

EXAMPLES OF OUTCOMES

MAXIMIZE STUDENTS' POTENTIAL TO SUCCEED

- Reduce equity gaps measured by persistence, retention, and graduation rates
- Increase student satisfaction with advising and mentoring
- Increase opportunities for experiential and community-engaged learning



PROMOTE EXCELLENCE IN RESEARCH AND IMPACTFUL TEACHING

- Increase scholarly and/or creative output
- Increase number of students participating in research
- Increase support for research, scholarship, and creative work
- Implement pedagogic innovation
- Include sustainability and social justice in teaching and research

STRENGTHEN OUR COLLABORATIVE AND ENGAGED COMMUNITY

- Increase professional development opportunities for faculty and staff
- Expand opportunities for collaboration across faculty, staff, and students
- Increase faculty diversity
- Measure and increase faculty, staff, and student engagement
- Evolve shared governance to include staff input





OPTIMIZE OPERATIONS AND INFRASTRUCTURE

- Technology and physical infrastructure are current, safe, and useable
- Reduce time and complexity needed to complete key projects and processes
- Improve internal and external communication
- Implement an activity-based budget process

Baruch COLLEGE | CUNY

STRATEGIC PLAN CONTRIBUTORS

The Strategic Planning Committee, a diverse group of Baruch students, staff, faculty, and alumni, served as a liaison for our many stakeholder groups and was entrusted with analyzing the key feedback from our campus community. Over the course of the 2022-23 academic year, the Committee worked to develop a strategic plan built on the unique strengths of our College and focused on achieving milestones related to our aspirations. We thank them for their service, along with the 1,000+ members of our community who contributed to the ***Baruch College Strategic Plan 2023-28.***

Strategic Planning Committee

Co-Chairs

Linda Essig, Provost and Senior Vice President of Academic Affairs

Kenya Lee, Chief of Staff

Members

- Divine Adeniyi, Undergraduate Student, George and Mildred Weissman School of Arts and Sciences
- Jay Berman '59, Trustee, Baruch College Fund
- Cheryl de Jong-Lambert, Director of Communications, Office of Communications, Marketing, and Public Affairs
- Arthur Downing, Vice President for Information Services and Dean of the Library
- James Francis, Deputy Director/Lieutenant, Department of Public Safety
- Osvaldo Garcia, Undergraduate Student, Austin W. Marxe School of Public and International Affairs, and Executive Vice President, Undergraduate Student Government
- Andreas Grein, Professor, Aaronson Department of Marketing and International Business, Zicklin School of Business, and Chair, Baruch Faculty Senate
- Serra Hilaire, Associate Director of Operations, Technology and Advising Programs, Office of Enrollment Management & Strategic Academic Initiatives
- Elizabeth Ho, Undergraduate Student, Zicklin School of Business
- Marios Koufaris, Professor, Paul H. Chook Department of Information Systems and Statistics, and Associate Dean, Zicklin School of Business
- Cuili (Evelyn) Lu, Graduate Student, Zicklin School of Business
- Zachariah Mamphilly, Marxe Chair of International Affairs and Professor, Marxe School of Public and International Affairs
- Jennifer Mangels, Chair and Professor, Department of Psychology, Weissman School of Arts and Sciences
- John Osae-Kwapong, Associate Provost for Assessment, Accreditation, and Institutional Effectiveness
- Gisele Regatão, Associate Professor, Department of Journalism and the Writing Professions, Weissman School of Arts and Sciences
- Damali Tolson, Director of Student Life, Division of Student Affairs
- Natalie Velasquez, Operations Coordinator, Enrollment Management & Strategic Academic Initiatives