STUDENT SUCCESS | Actions

Goal	Actions	Votes
Goal S1. Holistic, individualized support for students, from admission through graduation.	**S1.1** Explore ways to connect students to faculty expertise outside the classroom.	2
	S1.2 Create a streamlined system to identify and support struggling students.	14
	S1.3 Conduct student-focused town halls every semester to address student concerns including use of AEFs.	1
	S1.4 Collect annual student climate survey to understand student support needs.	2
	S1.5 Enhance support for international students.	8
	S1.6 Perform an equity study of merit-based scholarships.	7
Goal S2. Diverse opportunities for enrichment in and out of the classroom.	**S2.1** Review and consider revisions to the capstone courses.	6
	S2.2 Hire an administrative staff member to manage external relations, student opportunities, and internship programs.	18
	S2.3 Raise dedicated funding for student travel to conferences and for working in unpaid internships.	9
	S2.4 Build new partnerships for domestic and international student exchange.	4
	S2.5 Review and clarify the Marxe Assistantship program.	2
	S2.6 Explore approaches to producing a student journal in public and international affairs.	2
Goal S3. Community inclusion fostering a sense of belonging and care at the Marxe School.	**S3.1** Create student lounge in the Admin D building.	13
	S3.2 Increase information sharing and programs related to faculty, staff and student health and wellness.	1
	S3.3 Increase opportunities for joint undergraduate/ graduate student activities.	10
Goal S4. Graduates prepared to excel in their chosen professions, future educational endeavors, and civic engagement.	**S4.1** Regularly survey employers to better understand needs for student educational preparation and consider relevant curricular revisions.	9
	S4.2 Enhance BSPA student career services.	3
	S4.3 Regularly survey recent graduates on useful skills, methods, and areas of study.	13
	S4.4 Identify and circulate professional skills-building resources to all students.	13

RESEARCH | Actions

Goal	Actions	Votes
Goal R1. Robust organizational infrastructure, technology, and practices to support high-quality faculty research, including externally funded research.	**R1.1** Survey faculty to understand research support needs, especially for external grants, and strategically support those needs.	11
	R1.2 Provide opportunities for training in new and emerging technologies.	5
	R1.3 Provide support and advice for faculty applying to the CUNY/Baruch IRB.	5
	R1.4 Create a channel for recording and reporting difficulties with IRB and SPAR.	3
	R1.5 Provide funding for faculty to purchase necessary software, hardware, and data.	11
	R1.6 Fund faculty participation in development programs such as those provided by the National Center for Faculty Development and Diversity.	4
Goal R2. Collaborative disciplinary, interdisciplinary and multidisciplinary research within and beyond the Marxe School.	**R2.1** Enhance mechanisms for faculty collaboration.	7
	R2.2 Support expanded faculty travel, with the Dean's permission, to academic conferences and events.	8
Goal R3. Student and faculty participation in high-impact academic and community-engaged research.	**R3.1** Facilitate and fund doctoral students from the Graduate Center to work with Marxe faculty.	11
	R3.2 Explore approaches to recognizing and promoting community-engaged research.	2
	R3.3 Facilitate student/faculty joint research.	14
	R3.4 Raise funding for faculty collaboration and research with community organizations, public agencies, and other stakeholders.	6
	R3.5 Hold events to showcase student research.	16
Goal R4. Research that serves communities and stakeholders with whom we work.	**R4.1** Consider creation of center for public scholarship and civic engagement.	14
	R4.2 Consider creation of a center for research on innovative practices in higher education.	4
	R4.3 Consider creation of a center for research on international affairs.	8
	R4.4 Launch a White Paper series focusing on community issues.	4

TEACHING AND CURRICULUM | Actions

Goal	Actions	Votes
Goal T1. Academic excellence across all degrees, courses, sections, modalities, and teaching platforms.	**T1.1** Develop a new standing committee on teaching.	5
	T1.2 Create a teaching seminar to enhance pedagogical training opportunities.	6
	T1.3 Incentivize faculty instruction in pedagogy.	3
	T1.4 Assess effectiveness of new fully online, asynchronous degree programs.	25
	T1.5 Streamline program assessment.	14
Goal T2. An inclusive curriculum and pedagogy responsive to changes in our city and world to foster critical thinking, fact-based analysis, and respectful debate.	**T2.1** Conduct a schoolwide review of syllabi to ensure course learning objectives address critical thinking, fact-based analysis, and respectful debate.	4
	T2.2 Conduct an equity analysis of the decisions and processes for academic appeals.	4
	T2.3 Conduct a review of courses and specializations/concentrations to ensure students can focus on contemporary challenges in their field and acquire up-to-date skills (including how to use data analytics, AI and other digital tools).	21
Goal T3. An approach that connects academic scholarship content to professional practice.	**T3.1** Enhance mechanisms for collaborative teaching.	15
	T3.2 Develop and implement an EdD degree program.	26
	T3.3 Develop and implement a Master of Science in City Planning degree program.	13

COMMUNITY BUILDING | Actions

Goal	Actions	Votes
Goal C1. An inclusive culture to ensure Marxe School community members feel valued professionally and personally. *(internal)*	**C1.1** Conduct a regular staff satisfaction and needs survey.	18
	C1.2 Hold regular all-staff meetings.	6
	C1.3 Explore the development of a faculty mentoring program.	3
	C1.4 Collaborate with CDO, Ombudsman, HR, BCTC to develop strategies to protect faculty who teach about racism and other social justice issues, from targeting.	5
	C1.5 Create an action plan to address racial/ethnic underrepresentation among faculty, staff, and students.	7
Goal C2. Strategic partnerships to support the Marxe School and the work of our faculty and students. *(external)*	**C2.1** Enhance relations with Marxe alumni.	9
	C2.2 Develop and host innovative professional development programs that bring together current and prospective students with various professionals from public and nonprofit sectors.	19
	C2.3 Strengthen connections to government agencies, nonprofits, the United Nations, and other NYC organizations through the CNSM and the proposed Center for Public Scholarship and Civic Engagement.	27
	C2.4 Build partnerships with other schools offering innovative programming.	9
Goal C3. A venue for diverse actors to debate, promote shared understanding, and solve problems. *(bring community in)*	**C3.1** Explore mechanisms for reducing financial and other barriers for students and community groups to use Marxe School facilities.	9
	C3.2 All Marxe centers hold regular, relevant public-facing events each academic year.	2
	C3.3 Explore opportunities for holding an annual, signature public event like Public Affairs Week.	22

OPERATIONS AND INFRASTRUCTURE | Actions

Goal	Actions	Votes
Goal O1. A strong and diversified funding base.	**O1.1** Regular meetings between faculty directors and advancement staff to build mission-relevant fundraising plans.	4
	O1.2 Coordinate with SPAR and other grant-active units to identify diverse, mission-relevant research funding opportunities.	5
	O1.3 Enhance and increase revenue-generating non-academic programming.	3
	O1.4 Regularly survey incoming students to understand marketing and recruitment effectiveness.	11
	O1.5 Develop and launch campaign focused on small donations.	1
Goal O2. Transparent, sustainable, and equitable administrative operations and budgeting that reflect our institutional values and build on the expertise of our faculty and staff.	**O2.1** Lobby Baruch and CUNY Central for a university-wide salary equity study.	10
	O2.2 Present Marxe budget annually to faculty and staff.	5
	O2.3 Develop a Marxe School communications action plan focused on improving access to and transparency of administrative processes, hiring, and budgeting.	4
	O2.4 Develop and implement an environmental sustainability action plan for the Marxe School.	1
	O2.5 Track faculty service time annually to promote equitable distribution of service workloads.	2
	O2.6 Lobby Baruch and CUNY Central for the establishment of a comprehensive off-boarding process and data sharing program.	1
	O2.7 Review and assess mechanisms for communication between Marxe Standing Committees and faculty, staff and students.	2
	O2.8 Identify, promote and incentivize professional development resources -- in technology, leadership, equity, and management -- for all staff.	14
Goal O3. Inviting, accessible, and functional physical spaces for all Marxe School community members.	**O3.1** Organize and clean all elements of faculty/staff shared spaces.	2
	O3.2 Create a faculty/staff lounge.	14
	O3.3 Clean windows, upgrade kitchens, refresh paint, and replace worn carpet.	1
	O3.4 Publicize and clarify College processes for furniture moving.	1
	O3.5 Create space for student clubs and organizations, bulletin boards for announcements.	4
	O3.6 Consider new uses for cubicles on several Marxe floors, including for students.	3
	O3.7 Track facility requests submitted to the college.	0

OPERATIONS AND INFRASTRUCTURE | Actions

Goal	Actions	Votes
Goal O4. A streamlined digital infrastructure that facilitates access to current policies, procedures, forms, and calendars.	**O4.1** Identify a student/faculty calendaring solution.	1
	O4.2 Investigate ways to coordinate scheduling across Marxe School and Baruch College calendars.	3
	O4.3 Develop and deliver training on MS Office for project planning, management, and collaboration.	2
	O4.4 Send calendar invites for all Marxe meetings rather than putting date in email.	2
	O4.5 Move administrative resources off website to SharePoint site.	2
	O4.6 Support training for digital literacy and competency for faculty, students, and staff.	4
Goal O5. Continuous and effective communication conveying the vibrancy of the Marxe School to alumni, prospective students, community members, the college, donors, and professional organizations.	**O5.1** Hire full-time director of marketing.	19
	O5.2 Create faculty websites that can host faculty publications and other work products.	2
	O5.3 Create an “experts list” for press engagement.	1
	O5.4 Improve social media campaigns to promote student and faculty successes.	6
	O5.5 Strategically fund faculty to attend conferences important to our visibility, rankings and recruitment efforts.	1
	O5.6 Develop processes for selecting and highlighting student capstones projects on the Marxe website, and publishing and sharing with relevant agencies and stakeholders.	2
	O5.7 Redesign Marxe website and program homepages to support recruitment, raise our visibility and improve internal communication.	22