AUSTIN W. MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS

STRATEGIC PLAN 2024-28

ADVANCING THE

MARXE SCHOOL

Adopted by the Marxe School Faculty and Staff

May 9, 2024

Last Revised June 6, 2024

30TH ANNIVERSARY

Baruch COLLEGE

MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS

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June 2024

MESSAGE FROM THE DEAN
SHERRY RYAN

Dear Marxe Students, Faculty, Alumni, and Friends of the School,

I am delighted to share with you the *2024-2028 Marxe School Strategic Plan* showcasing the results of a yearlong process to identify our mission, values, goals and actions. The plan sets a five-year course for the Marxe School to recommit itself to Student Success, Research, Teaching & Curriculum, Community Building, and Operations & Infrastructure. We engaged in a diverse set of outreach strategies to arrive at this plan, including online surveys, open house style workshops, and extensive Strategic Planning Committee (SPC) discussions. The Marxe School plan is well aligned with the recently adopted 2023-2028 Baruch College Strategic Plan, sharing a focus on similar themes and values. By implementing our plan, the Marxe School will contribute to the success of Baruch College in achieving its vision and goals over the coming five years.

Our School's mission, values, and goals are surely ambitious, and will require collective cooperation, commitment, and persistence to realize change in the coming years. We invite you to engage in its implementation through the various administrative units and standing committees that will welcome your input.

Warm Regards,
Marxe Dean Sherry Ryan

OUR HISTORY

1847 to 1994

The City University of New York and Baruch College trace their history back to the Free Academy of the City of New York, founded in 1847, the country's first free institution of higher education. Dr. Horace Webster, the Academy's founding president, described it as an experiment in whether "the children of the whole people can be educated; and whether an institution of the highest grade, can be successfully controlled by the popular will, not by the privileged few." The School of Business and Civic Administration was founded in 1919 and offered its first Master of Public Administration (MPA) degree program in 1951. A Department of Public Administration was created in 1973. In 1980, the MPA program was the first in New York City accredited by NASPAA. In 1983 the MS in Education–Higher Education Administration (MSEd-HEA) program was created and the following year the Executive MPA program was launched.

1994 to Present

In 1994, the new School of Public Affairs was created at Baruch College with the commitment to training our students – all with a strong sense of public service – to become leaders in New York City government and other public institutions, in nonprofit organizations, and in higher education administration. In 2016, the Baruch faculty formally embraced a globalized vision, changing the school's name to the Austin W. Marxe School of Public and International Affairs. The transition was fully ratified that same year with the approval of a new Master of International Affairs degree and the receipt of a $30 million naming gift from Austin W. Marxe. That generous gift – the single largest in the history of Baruch College and at the time tied for the second largest in CUNY history – allowed the Marxe School to hire three Marxe chaired professors, develop expanded programming, and increase the number of scholarships and study abroad opportunities for our students.

OUR IMPACT

We are roughly 740 students strong, served by 55 full-time faculty and 25 staff. Our impact is undeniable. We are an important pipeline for diverse future leaders who reflect the faces of NYC. Our student body is about 30% Hispanic, 22% Black, and 12% Asian. We excel at bridging low-income minority students to economic stability and career success. They are not earning “Wall Street” salaries, but they are poised to have strong middle-income salaries that sustain their futures and their families’ futures.

Over the past 30 years, we have made exceptional contributions to advancing public service education. Our students are Presidential Management Fellows, Fulbright Fellows, White House Interns, Excelsior Fellows, and John D. Solomon Fellows. Our faculty are prize-winning scholars, Presidential Professors, and sought-after experts who inform a broad range of public policies. Our alumni are leaders at all levels of government – local, regional, state and national – as well as in nonprofit organizations.



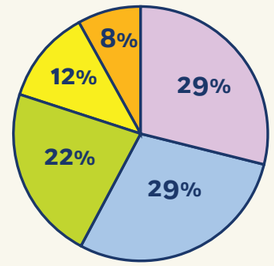
MARXE FAST FACTS

9,000+ ALUMNI

633 GRADUATE STUDENTS*

104 UNDERGRADUATE STUDENTS*

RACE/ETHNICITY*



- WHITE
- HISPANIC/LATINO
- BLACK/ AFRICAN AMERICAN
- ASIAN
- OTHER

EMPLOYMENT SECTORS OF OUR RECENTLY GRADUATED STUDENTS**

56% NONPROFIT

26% GOVERNMENT

17% PRIVATE

1% MULTILATERAL ORGANIZATION

MARXE STUDENT OUTCOMES UPON GRADUATION**

94% EMPLOYED

$78,000 MEDIAN SALARY

STUDENTS PER PROGRAM*

MPA	MIA	HEA	BSPA
391	127	112	104

*Numbers based on Spring 2023 enrollment.
** Numbers based on 2021-2022 graduate employment outcomes survey, LinkedIn profiles, and other online sources.

MARXE SCHOOL STRATEGIC PLANNING PROCESS



The Marxe School initiated the 2024-2028 strategic planning process by forming a Strategic Planning Committee (SPC) in the Fall 2022. The SPC was comprised of Marxe faculty, staff, alumni, and students. The committee met monthly over the duration of the project, almost 24 times in total between Fall 2022 and Spring 2024.

STRATEGIC PLANNING COMMITTEE MEMBERS

SPC members included the following staff, faculty, and alumni:

Cristina Balboa, Associate Professor

Valerie Chlafer, BSPA Student

Ryan Coughlan, Associate Professor

Angelina Delgado, Senior Director of Finance and Administration

Jonathan Engel, Professor

Jason Epstein, Associate Director of Marketing, Communications, and Web Services

Sandra Fajardo, Director of Academic Advisement

Gail Fitzer, MPA Alumna

Diane Gibson, Professor

Suzanne Grossman, Deputy Director of Alumni Relations and Career Services

Young Hah, Director of Graduate Admissions and Enrollment Services

Frank Heiland, Professor

Rene Hernandez, HEA Alumna

Peri Horowitz, MPA Alumna

Ying Huang, MIA Student

Sanders Korenman, Interim Associate Dean, Professor

Tiffany Lewis, Associate Professor and Faculty Director of the MPA Program

Carla Robbins, Clinical Professor and Faculty Director of the MIA Program

Sherry Ryan, Marxe Dean

Robert Smith, Professor

Michael Tanney, HEA Alumnus, Dean’s Advisory Board

Don Waisanen, Professor

PHASE 1 | BACKGROUND

Phase 1 of the strategic planning process began in Fall 2022 with the convening of the SPC. We assessed the prior strategic plan and developed an overall approach to the planning process. We also conducted a careful review of the college's planning process and documents, Marxe standing committee documents, and other peer universities' plans.





PHASE 2 | MISSION & VALUES

Phase 2 took place over the course of the Spring and Summer of 2023 and focused on community engagement, data gathering, and analysis. The SPC engaged with students, faculty, staff, and alumni to learn about their opinions of the Marxe School's mission and values. We distributed an online survey to all community members (faculty, staff, students, and alumni), and conducted an in-person open house called the Marxe Planning Café where we presented information on large, printed boards and collected input from attendees. A total of 76 people participated in this phase of the outreach, including 34 students, 18 faculty, 13 staff, and 11 alumni. The SPC then formed working groups to review the input received on mission and values. We used this input to update our mission statement and draft new value statements. We also used this input to draft goal themes, which formed the basis for our Phase 3 work.

PHASE 3 | GOALS & ACTIONS

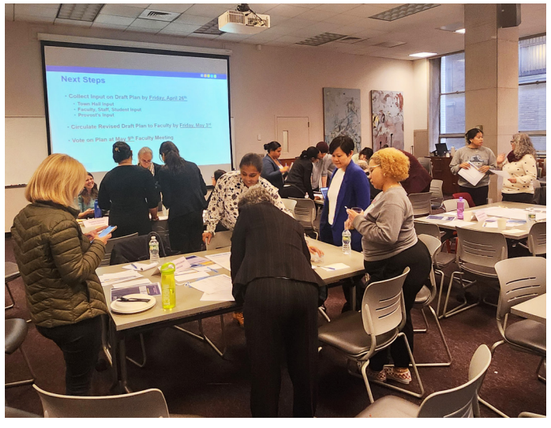
Phase 3 focused on the development of goals and actions that would align with the mission and values developed under Phase 2. The SPC began this process with a second outreach effort via an online survey and a Marxe Planning Café. A total of 89 people participated in this phase of the outreach: 25 students, 23 faculty, 14 staff, and 27 alumni. This input was used by SPC working groups to craft 19 goals organized around five themes, including *Student Success, Research, Teaching & Curriculum, Community Building,* and *Operations & Infrastructure*.

The SPC then turned to developing actions which were developed starting with a Jamboard brainstorm session at the February 2024 SPC meeting. We shared these draft actions with Marxe administrative unit heads, chairs of Marxe standing committees, and the faculty directors of our four degree programs. This input was important for ensuring the overall reasonableness of the final actions we intend to take over the coming five years. A total of 91 actions are proposed in this plan to guide implementation over the coming five years.

PHASE 4 | SHARE & EVALUATE

The plan document was circulated to faculty, students, and staff at the beginning of April 2024. We held an in-person Town Hall, April 18, 2024, to collect final feedback. The plan was adopted by the Marxe faculty and staff on May 9, 2024.





CHARTING OUR COURSE

This section of the plan spells out our future commitments by outlining a framework for long-term success, substantiated with actionable initiatives. The framework consists of a mission statement, values, goals, and actions.

During the timeframe of the strategic plan, we will focus our efforts and resources on achieving 19 goals organized around *Student Success, Research, Teaching & Curriculum, Community Building,* and *Infrastructure & Operations*. These 19 goals are intended for implementation through 91 recommended actions, which will be spearheaded by various units and committees at the Marxe School.



MISSION

Our mission is the reason we exist, our purpose in the world



Our mission is to educate and empower leaders, advance knowledge about societies and policies, and engage diverse communities across New York City and the world to develop inclusive, adaptable, and effective institutions.



VALUES

Our values reflect what we cherish and how we carry ourselves in the world



Service for the Public Good

Put something good in the world.

All who choose to be part of Marxe, whether as students, faculty, or staff, embrace an ethos of public service in order to have a positive impact on the broader world while pursuing their individual goals. To this end, we teach democratic participation, ethical decision-making, responsible fiscal stewardship, social and environmental justice, and long-term investment in people and infrastructure as we prepare our students to lead.

Effectiveness

Get results.

We are a school committed to instilling the skills, judgment, and knowledge that our students need to be effective professionals and successful in their chosen field. In support of this effort, we regularly evaluate our curriculum, assess our teaching, update our syllabi, and support the professional development of our faculty. We also regularly seek feedback from alumni and employers to better understand the most valued competencies for successful careers in public and nonprofit management, international affairs, the private sector, and higher education administration.

Inclusion

Open our doors wide.

We foster an environment in which all students, staff, faculty, and administrators can thrive. We work to ameliorate the effects of past and present discrimination that marginalized groups face as they pursue careers in the public and private sectors and academe. As a public university, and as heir to a tradition of social mobility inspired by CUNY and its predecessor colleges, we commit to opening our doors wide to provide educational and professional opportunities to the largest possible range of students.

Equity

Break down barriers to inclusion.

As we train administrators, analysts, and leaders for our schools, government agencies, nonprofit organizations, and the private sector, we strive to correct for the discriminatory and inequitable effects of government programs and policies, hiring practices, and professional standards on varied groups. We are aware that the roots of inequities are sometimes subtle and elusive and that we must be sensitive, insightful, and vigilant to address them effectively.

Collaboration

Work across disciplines and sectors.

We are committed to collaborating across disciplines and sectors. Our faculty embrace opportunities for thoughtful public-private partnerships, seek synergies across disciplines, and conduct research alongside colleagues from a rich array of disciplinary and professional backgrounds. We prepare students for collaborative problem-solving in a range of careers and expect them to study, learn, and work together during and beyond their time at Marxe.

Global Perspective

Understand issues from both local and global perspectives.

As policy problems increasingly transcend traditional boundaries, we commit to integrating global perspectives into our teaching and research, as well as connecting our students with international learning opportunities that reflect our complex world. Our students and alumni work in agencies that cross borders and serve stakeholders and constituents from around the globe.

Adaptability

Ready for the changing world.

The world is dynamic and demands flexibility and creativity. We embrace and accommodate new technologies, political realities, information, and data as we build our curriculum, update our courses, plan our research, and advance our pedagogy. We also create change through innovative research and by equipping our students and alumni with the skills they need to be effective forces for the public good.

GOALS

Define our desired end-state across the planning horizon (Year 2028)

STUDENT SUCCESS



- **Goal S1:** Holistic, individualized support for students, from admission through graduation.
- **Goal S2:** Diverse opportunities for enrichment in and out of the classroom.
- **Goal S3:** Community inclusion fostering a sense of belonging and care at the Marxe School.
- **Goal S4:** Graduates prepared to excel in their chosen professions, future educational endeavors, and civic engagement.



TEACHING & CURRICULUM

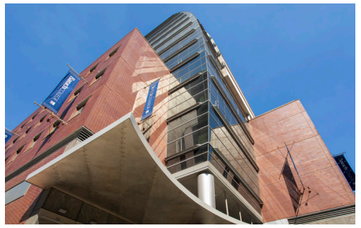
- **Goal T1:** Academic excellence across all degrees, courses, sections, modalities, and teaching platforms.
- **Goal T2:** An inclusive curriculum and pedagogy responsive to changes in our city and world to foster critical thinking, fact-based analysis, and respectful debate.
- **Goal T3:** An approach that connects academic scholarship to professional practice.

RESEARCH

- **Goal R1:** Robust organizational infrastructure, technology, and practices to support and grow high-quality faculty research, including externally funded research.
- **Goal R2:** Collaborative disciplinary, interdisciplinary and multidisciplinary research within and beyond the Marxe School.
- **Goal R3:** Student and faculty participation in high-impact academic and community-engaged research.
- **Goal R4:** Research that serves communities and stakeholders with whom we work.

COMMUNITY BUILDING

- **Goal C1:** An inclusive culture to ensure Marxe School community members feel valued professionally and personally.
- **Goal C2:** Strategic partnerships to support the Marxe School and the work of our faculty and students.
- **Goal C3:** A venue for diverse actors to debate, promote shared understanding, and solve problems.



OPERATIONS & INFRASTRUCTURE

- **Goal O1:** A strong and diversified funding base.
- **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.
- **Goal O3:** Inviting, accessible, and functional physical spaces for all Marxe School community members.
- **Goal O4:** Maximized use of the college's digital infrastructure to improve access to current Marxe policies, procedures, forms, and calendars.
- **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.

ACTIONS

Process for developing actions

This section of the plan presents actions associated with each of our goals. Presently there are 19 goals across five themes. The 19 goals are supported by 91 actions.

These actions were developed through the following steps:





STEP 1: Survey

We requested Marxe faculty, staff, students, and alumni to provide draft actions in the online survey and at the planning café in November and December 2023.

STEP 2: SPC Jamboard

The SPC held a meeting on February 6, 2024 where we used Jamboard to brainstorm draft actions.

STEP 3: Dean and Associate Dean

The Dean reviewed input collected under #1 and #2 and drafted preliminary actions which were then shared with standing committee chairs and unit heads in February 2024.

STEP 4: Faculty Directors and Unit Heads

We held a 2-hour zoom meeting on March 15, 2024 with faculty directors, unit heads and SPC members to discuss and revise actions.

STEP 5: Faculty Directors and Unit Heads

We held a 2-hour zoom meeting on March 22, 2024 with faculty directors, unit heads and SPC members to discuss and revise actions.

STEP 6: Associate Dean

The Associate Dean incorporated comments from the two meetings under #4 and #5.

STEP 7: Dean and DEI Chairs

The Dean held a meeting with the current and former chairs of the DEI committee to ensure their work over the past two years was adequately incorporated into our actions.

STUDENT SUCCESS

Actions we will take over the coming five years to achieve our goals and mission.

Goal	Actions	Lead Unit
Goal S1. Holistic, individualized support for students, from admission through graduation.	**S1.1** Explore ways to connect students to faculty expertise outside the classroom.	Dean's Office/ Academic Programs
	S1.2 Maximize the use of Navigate to identify and support struggling students.	Academic Programs/ Dean's Office
	S1.3 Conduct student-focused town halls every semester to address student concerns including use of AEFs.	Dean's Office/ Faculty Directors
	S1.4 Collect annual student climate survey to understand student support needs.	Advisement/ Academic Programs
	S1.5 Enhance support for international students in collaboration with the International Student Services Center (ISSC).	Advisement/ Global Initiatives
	S1.6 Perform a study of merit-based scholarships.	Admissions and Scholarship Committee
Goal S2. Diverse opportunities for enrichment in and out of the classroom.	**S2.1** Review and consider revisions to the capstone courses.	Proposed Teaching Committee
	S2.2 Hire an administrative staff member to manage external relations, student opportunities, and internship programs.	Finance and Administration
	S2.3 Raise dedicated funding for student travel to conferences and for working in unpaid internships.	Finance and Administration
	S2.4 Build new partnerships for domestic and international student exchange.	Global Initiatives
	S2.5 Review and clarify the Marxe Assistantship program.	Dean's Office/ Executive Committee
	S2.6 Explore approaches to producing a student journal in public and international affairs.	Academic Programs/ Communication Faculty
Goal S3. Community inclusion fostering a sense of belonging and care at the Marxe School.	**S3.1** Repurpose space in the Admin D building to create a student lounge.	Finance and Administration/ Dean's Office
	S3.2 Increase information sharing and programs related to faculty, staff and student health and wellness.	Advisement
	S3.3 Increase opportunities for joint undergraduate/ graduate student activities.	Dean's Office/ Student Clubs
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.	Career Services/ Academic Programs/ Faculty Directors
	S4.2 Enhance BSPA student career services.	Faculty Directors/ Starr Career
	S4.3 Regularly survey recent graduates on useful skills, methods, and areas of study.	Career Services
	S4.4 Identify and circulate professional skills-building resources to all students.	Career Services/ Academic Programs



RESEARCH

Actions we will take over the coming five years to achieve our goals and mission.

Goal	Actions	Lead Unit
Goal R1. Robust organizational infrastructure, technology, and practices to support and grow 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.	Dean's Office/ Academic Programs/ Research Committee
	R1.2 Provide opportunities for training in new and emerging technologies.	Dean's Office
	R1.3 Activate collaboration and information sharing between Marxe faculty and the IRB Faculty Liaison.	Academic Programs/ Dean's Office
	R1.4 Provide funding for faculty to purchase necessary software, hardware, and data.	Dean's Office
	R1.5 Fund faculty participation in development programs such as those provided by the National Center for Faculty Development and Diversity.	Dean's Office/ Academic Programs
Goal R2. Collaborative disciplinary, interdisciplinary and multidisciplinary research within and beyond the Marxe School.	**R2.1** Enhance mechanisms for faculty collaboration.	Center Directors/ Academic Programs/ Dean's Office
	R2.2 Support expanded faculty travel to academic conferences and events.	Dean's Office/ Research Committee
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.	Dean's Office
	R3.2 Explore approaches to recognizing and promoting community-engaged research.	Research Committee/ Dean's Office
	R3.3 Facilitate student/faculty joint research.	Dean's Office/Faculty
	R3.4 Raise funding for faculty collaboration and research with community organizations, public agencies, the College's ExCEL office, and other stakeholders.	Dean's Office/Faculty
	R3.5 Hold events to showcase student research.	Faculty Directors
Goal R4. Research that serves communities and stakeholders with whom we work.	**R4.1** Consider creation of a center for public scholarship and civic engagement.	Dean's Office
	R4.2 Consider creation of a center for research on innovative practices in higher education.	Dean's Office
	R4.3 Consider creation of a center for research on international affairs.	Dean's Office
	R4.4 Launch a White Paper series focusing on community issues.	Faculty Directors/ Center Directors



TEACHING & CURRICULUM

Actions we will take over the coming five years to achieve our goals and mission.

Goal	Actions	Lead Unit
Goal T1. Academic excellence across all degrees, courses, sections, modalities, and teaching platforms.	**T1.1** Develop a new standing committee on teaching.	Dean's Office
	T1.2 Collaborate with CTL to create a teaching seminar to enhance pedagogical training opportunities.	Proposed Teaching Committee
	T1.3 Incentivize faculty instruction in pedagogy.	Dean's Office
	T1.4 Assess effectiveness of new fully online, asynchronous degree programs.	Dean's Office/Academic Programs
	T1.5 Streamline program assessment.	Learning Assessment Committee/Dean's Office
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.	Proposed Teaching Committee
	T2.2 Conduct an equity analysis of the decisions and processes for academic appeals.	Academic Standing Committee/ Proposed Teaching Committee
	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 data analytics, AI and other digital tools).	Proposed Teaching Committee
Goal T3. An approach that connects academic scholarship to professional practice.	**T3.1** Enhance mechanisms for collaborative teaching.	Dean's Office
	T3.2 Develop and implement an EdD degree program.	Dean's Office/ Academic Programs/ Higher Education Administration Faculty
	T3.3 Develop and implement a Master of Science in City Planning degree program.	Dean's Office/ Academic Programs/ City Panning Faculty



COMMUNITY BUILDING

Actions we will take over the coming five years to achieve our goals and mission.

Goal	Actions	Lead Unit
Goal C1. An inclusive culture to ensure Marxe School community members feel valued professionally and personally.	**C1.1** Conduct a regular staff satisfaction and needs survey.	Dean's Office/ Academic Programs
	C1.2 Hold regular all-staff meetings.	Dean's Office/ Finance and Administration
	C1.3 Explore the development of a faculty mentoring program.	Academic Programs/ Academic Affairs
	C1.4 Collaborate with the CDO, Ombudsman, HR, BCTC to develop strategies to protect faculty who teach about racism and other social justice issues, from targeting.	Dean's Office
	C1.5 Create an action plan to address racial/ethnic underrepresentation among faculty, staff, and students.	Dean's Office/ Diversity, Equity, Inclusion Committee
Goal C2. Strategic partnerships to support the Marxe School and the work of our faculty and students.	**C2.1** Enhance relations with Marxe alumni.	Career Services/ Dean's Office
	C2.2 Develop and host innovative professional development programs that bring together current and prospective students with various professionals from public and nonprofit sectors.	Career Services
	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.	Dean's Office/ Center Directors
	C2.4 Build partnerships with other schools offering innovative programming.	Faculty Directors
Goal C3. A venue for diverse actors to debate, promote shared understanding, and solve problems.	**C3.1** Explore mechanisms for reducing financial and other barriers for students and community groups to use Marxe School facilities.	Dean's Office
	C3.2 All Marxe centers hold regular, relevant public-facing events each academic year.	Center Directors
	C3.3 Explore opportunities for holding an annual, signature public event like Public Affairs Week.	Dean's Office/ Center Directors



OPERATIONS & INFRASTRUCTURE

Actions we will take over the coming five years to achieve our goals and mission.

Goal	Actions	Lead Unit
Goal O1. A strong and diversified funding base.	**O1.1** Regular meetings between faculty directors and advancement staff to build mission-relevant fundraising plans.	Faculty Directors/College Advancement/Dean's Office
	O1.2 Coordinate with SPAR and other grant-active units to identify diverse, mission-relevant research funding opportunities.	Dean's Office/Academic Programs/Center Directors
	O1.3 Enhance and increase revenue-generating non-academic programming.	Finance and Administration/ Professional Programs
	O1.4 Regularly survey incoming students to understand marketing and recruitment effectiveness.	Dean's Office/ Admissions
	O1.5 Develop and launch a campaign focused on small donations.	Dean's Office/ College Advancement
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.	Dean's Office
	O2.2 Present the Marxe budget annually to faculty and staff.	Dean's Office/ Finance and Administration
	O2.3 Develop a Marxe School communications action plan focused on improving access to and transparency of administrative processes, hiring, and budgeting.	Dean's Office/ Finance and Administration
	O2.4 Develop and implement an environmental sustainability action plan for the Marxe School.	Dean's Office
	O2.5 Track faculty service time annually to promote equitable distribution of service workloads.	Academic Programs/ Executive Committee
	O2.6 Lobby Baruch and CUNY Central for the establishment of a comprehensive off-boarding process and data sharing program.	Dean's Office
	O2.7 Review and assess mechanisms for communication between Marxe Standing Committees and faculty, staff and students.	Executive Committee / Standing Committee
	O2.8 Identify, promote and incentivize professional development resources — in technology, leadership, equity, and management — for all staff.	Dean's Office/Career Services
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.	Dean's Office
	O3.2 Create a faculty/staff lounge.	Dean's Office
	O3.3 Clean windows, upgrade kitchens, refresh paint, and replace worn carpet.	Dean's Office
	O3.4 Publicize and clarify college processes for furniture moving and other facility-related requests.	Dean's Office
	O3.5 Create space for student clubs and organizations, including bulletin boards for announcements.	Dean's Office/ Academic Programs
	O3.6 Consider new uses for cubicles on several Marxe floors, including for students.	Dean's Office
	O3.7 Track facility requests submitted to the college.	Dean's Office

Goal	Actions	Lead Unit
Goal O4. Maximized use of the college's digital infrastructure to improve access to current Marxe policies, procedures, forms, and calendars.	**O4.1** Identify a student/faculty calendaring solution.	Finance and Administration
	O4.2 Investigate ways to coordinate scheduling across Marxe School and Baruch College calendars.	Finance and Administration
	O4.3 Develop and deliver training on MS Office for project planning, management, and collaboration.	Finance and Administration
	O4.4 Send calendar invites for all Marxe meetings rather than putting date in email.	Finance and Administration
	O4.5 Move administrative resources off website to SharePoint site.	Finance and Administration
	O4.6 Support training for digital literacy and competency for faculty, students, and staff.	Dean's Office/ Finance and Administration
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.	Dean's Office
	O5.2 Create faculty websites that can host faculty publications and other work products.	Finance and Administration
	O5.3 Create an "experts list" for press engagement.	Finance and Administration
	O5.4 Improve social media campaigns to promote student and faculty successes.	Dean's Office
	O5.5 Strategically fund faculty to attend conferences important to our visibility, rankings and recruitment efforts.	Dean's Office
	O5.6 Develop processes for selecting and highlighting student capstone projects on the Marxe website, and publishing and sharing with relevant agencies and stakeholders.	Dean's Office/Finance and Administration/Academic Programs
	O5.7 Redesign Marxe website and program homepages to support recruitment, raise our visibility and improve internal communication.	Dean's Office





IMPLEMENTING OUR PLAN



IMPLEMENTING OUR PLAN

Tracking progress toward our goals

For each action identified in the preceding section, the SPC identified a Lead Unit, meaning the Marxe School division, unit or committee that will take the lead in implementation. The tables below show each Lead Unit's implementation responsibilities for the coming five years (2024 to 2028), sorted by goal themes.

DEAN'S OFFICE

Goal Theme	Actions
Student Success	**S1.1** Explore ways to connect students to faculty expertise outside the classroom.
	S1.3 Conduct student-focused town halls every semester to address student concerns including use of AEFs.
	S2.5 Review and clarify the Marxe Assistantship program.
	S3.3 Increase opportunities for joint undergraduate/graduate student activities.
Research	**R1.1** Survey faculty to understand research support needs, especially for external grants, and strategically support those needs.
	R1.2 Provide opportunities for training in new and emerging technologies.
	R1.4 Provide funding for faculty to purchase necessary software, hardware, and data.
	R1.5 Fund faculty participation in development programs such as those provided by the National Center for Faculty Development and Diversity.
	R2.2 Support expanded faculty travel to academic conferences and events.
	R3.1 Facilitate and fund doctoral students from the Graduate Center to work with Marxe faculty.
	R3.3 Facilitate student/faculty joint research.
	R3.4 Raise funding for faculty collaboration and research with community organizations, public agencies, the College's ExCEL office, and other stakeholders.
	R4.1 Consider creation of a center for public scholarship and civic engagement.
	R4.2 Consider creation of a center for research on innovative practices in higher education.
	R4.3 Consider creation of a center for research on international affairs.
Teaching and Curriculum	**T1.1** Develop a new standing committee on teaching.
	T1.3 Incentivize faculty instruction in pedagogy.
	T1.4 Assess effectiveness of new fully online, asynchronous degree programs.
	T3.1 Enhance mechanisms for collaborative teaching.
	T3.2 Develop and implement an EdD degree program.
	T3.3 Develop and implement a Master of Science in City Planning degree program.
Community Building	**C1.1** Conduct a regular staff satisfaction and needs survey.
	C1.2 Hold regular all-staff meetings.
	C1.4 Collaborate with the CDO, Ombudsman, HR, BCTC to develop strategies to protect faculty who teach about racism and other social justice issues, from targeting.
	C1.5 Create an action plan to address racial/ethnic underrepresentation among faculty, staff, and students.
	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.
	C3.1 Explore mechanisms for reducing financial and other barriers for students and community groups to use Marxe School facilities.
	C3.3 Explore opportunities for holding an annual, signature public event like Public Affairs Week.
Operations and Infrastructure	**O1.2** Coordinate with SPAR and other grant-active units to identify diverse, mission-relevant research funding opportunities.
	O1.4 Regularly survey incoming students to understand marketing and recruitment effectiveness.
	O1.5 Develop and launch a campaign focused on small donations.
	O2.1 Lobby Baruch and CUNY Central for a university-wide salary equity study.
	O2.2 Present the Marxe budget annually to faculty and staff.
	O2.3 Develop a Marxe School communications action plan focused on improving access to and transparency of administrative processes, hiring, and budgeting.
	O2.4 Develop and implement an environmental sustainability action plan for the Marxe School.
	O2.6 Lobby Baruch and CUNY Central for the establishment of a comprehensive off-boarding process and data sharing program.
	O2.8 Identify, promote and incentivize professional development resources — in technology, leadership, equity, and management — for all staff.
	O3.1 Organize and clean all elements of faculty/staff shared spaces.
	O3.2 Create a faculty/staff lounge.
	O3.3 Clean windows, upgrade kitchens, refresh paint, and replace worn carpet.
	O3.4 Publicize and clarify college processes for furniture moving and other facility-related requests.
	O3.5 Create space for student clubs and organizations, including bulletin boards for announcements.
	O3.6 Consider new uses for cubicles on several Marxe floors, including for students.
	O3.7 Track facility requests submitted to the college.
	O4.6 Support training for digital literacy and competency for faculty, students, and staff.
	O5.1 Hire full-time director of marketing.
	O5.4 Improve social media campaigns to promote student and faculty successes.
	O5.5 Strategically fund faculty to attend conferences important to our visibility, rankings, and recruitment efforts.
	O5.6 Develop processes for selecting and highlighting student capstone projects on the Marxe website, and publishing and sharing with relevant agencies and stakeholders.
	O5.7 Redesign Marxe website and program homepages to support recruitment, raise our visibility, and improve internal communication.

IMPLEMENTING OUR PLAN

Tracking progress toward our goals

FINANCE AND ADMINISTRATION

Goal Theme	Actions
Student Success	**S2.2** Hire an administrative staff member to manage external relations, student opportunities, and internship programs.
	S2.3 Raise dedicated funding for student travel to conferences and for working in unpaid internships.
	S3.1 Repurpose space in the Admin D building to create a student lounge.
Operations and Infrastructure	**O1.3** Enhance and increase revenue-generating non-academic programming.
	O4.1 Identify a student/faculty calendaring solution.
	O4.2 Investigate ways to coordinate scheduling across Marxe School and Baruch College calendars.
	O4.3 Develop and deliver training on MS Office for project planning, management and collaboration.
	O4.4 Send calendar invites for all Marxe meetings rather than putting date in email.
	O4.5 Move administrative resources off website to SharePoint site.
	O5.2 Create faculty websites that can host faculty publications and other work products.
	O5.3 Create an “experts list” for press engagement.

LEARNING ASSESSMENT COMMITTEE

Goal Theme	Actions
Teaching and Curriculum	**T1.5** Streamline program assessment.

EXECUTIVE COMMITTEE

Goal Theme	Actions
Operations and Infrastructure	**O2.7** Review and assess mechanisms for communication between Marxe Standing Committees and faculty, staff, and students.

PROPOSED TEACHING COMMITTEE

Goal Theme	Actions
Student Success	**S2.1** Review and consider revisions to the capstone courses.
Teaching and Curriculum	**T1.2** Collaborate with CTL to create a teaching seminar to enhance pedagogical training opportunities.
	T2.1 Conduct a schoolwide review of syllabi to ensure course learning objectives address critical thinking, fact-based analysis, and respectful debate.
	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 data analytics, AI, and other digital tools).

CAREER SERVICES

Goal Theme	Actions
Student Success	**S4.1** Regularly survey employers to better understand needs for student educational preparation and consider relevant curricular revisions.
	S4.3 Regularly survey recent graduates on useful skills, methods, and areas of study.
	S4.4 Identify and circulate professional skills-building resources to all students.
Community Building	**C2.1** Enhance relations with Marxe alumni.
	C2.2 Develop and host innovative professional development programs that bring together current and prospective students with various professionals from public and nonprofit sectors.

ADMISSIONS AND SCHOLARSHIP COMMITTEE

Goal Theme	Actions
Student Success	**S1.6** Perform a study of merit-based scholarships.

ADVISEMENT

Goal Theme	Actions
Student Success	**S1.4** Collect annual student climate survey to understand student support needs.
	S1.5 Enhance support for international students in collaboration with the International Student Services Center (ISSC).
	S3.2 Increase information sharing and programs related to faculty, staff, and student health and wellness.

IMPLEMENTING OUR PLAN

Tracking progress toward our goals

CENTER DIRECTORS

Goal Theme	Actions
Research	**R2.1** Enhance mechanisms for faculty collaboration.
	R4.4 Launch a White Paper series focusing on community issues.
Community Building	**C3.2** All Marxe centers hold regular, relevant public-facing events each academic year.

RESEARCH COMMITTEE

Goal Theme	Actions
Research	**R3.2** Explore approaches to recognizing and promoting community-engaged research.

ACADEMIC STANDING COMMITTEE

Goal Theme	Actions
Teaching and Curriculum	**T2.2** Conduct an equity analysis of the decisions and processes for academic appeals.

ACADEMIC PROGRAMS

Goal Theme	Actions
Student Success	**S1.2** Maximize the use of Navigate to identify and support struggling students.
	S2.6 Explore approaches to producing a student journal in public and international affairs.
Research	**R1.3** Activate collaboration and information sharing between Marxe faculty and the IRB Faculty Liaison.
Community Building	**C1.3** Explore the development of a faculty mentoring program.
Operations and Infrastructure	**O2.5** Track faculty service time annually to promote equitable distribution of service workloads.

GLOBAL INITIATIVES

Goal Theme	Actions
Student Success	**S2.4** Build new partnerships for domestic and international student exchange.

FACULTY DIRECTORS

Goal Theme	Actions
Student Success	**S4.2** Enhance BSPA student career services.
Research	**R3.5** Hold events to showcase student research.
Community Building	**C2.4** Build partnerships with other schools offering innovative programming.
Operations and Infrastructure	**O1.1** Regular meetings between faculty dirctors and advancement staff to build mission-relevant fundraising plans.

The following table summarizes the number of actions each Lead Unit will be responsible for implementing over the coming five years. It is reasonable that the Dean's Office will take on many of these actions in collaboration with standing committees, Unit Heads and other Marxe stakeholders.

Lead Unit	Number of Strategic Plan Actions
Dean's Office	50
Finance and Administration	11
Academic Programs	5
Career Services	5
Proposed Teaching Committee	4
Faculty Directors	4
Advisement	3
Center Directors	3
Learning Assessment Committee	1
Executive Committee	1
Admissions & Scholarship Committee	1
Research Committee	1
Academic Standing Committee	1
Global Initiatives	1
TOTAL STRATEGIC PLAN ACTIONS	91

IMPLEMENTING OUR PLAN

Tracking progress toward our goals

This section presents a five-year work plan to organize the efforts of each Lead Unit from 2024 to 2028. The work plan consists of three main activities: *1) Yearly Action Plans, 2) Implementation Work*, and *3) Implementation Reports*. The yearly Action Plans and Implementation Reports will be submitted to the Dean and Executive Committee. Each of the Lead Units will engage in this workflow to move the School toward implementation of the plan actions over the course of five years.

YEAR 1

SUMMER 2024

Prepping for Plan Implementation

- The Dean will work with the Executive Committee and the faculty to update the Marxe School Bylaws as needed.
- Each Lead Unit will prioritize their entire set of actions for implementation and develop a tentative five-year schedule for action implementation.

SEPTEMBER 2024

Action Plan – Lead Units develop an approach to Year 1 action implementation including outreach to relevant stakeholders and identifying resource needs, potential barriers, and relevant performance measures.

OCTOBER 2024 TO APRIL 2025

Implementation Work – Lead Units work toward implementation of their Year 1 actions.

MAY/JUNE 2025

Implementation Report – Lead Units document their work toward implementation of Year 1 actions including successes, barriers, and performance measures.





YEAR 2

SEPTEMBER 2025

Action Plan – Lead Units develop an approach to Year 2 action implementation including outreach to relevant stakeholders and identifying resource needs, potential barriers, and relevant performance measures.

OCTOBER 2025 TO APRIL 2026

Implementation Work – Lead Units work toward implementation of their Year 2 actions.

MAY/JUNE 2026

Implementation Report – Lead Units document their work toward implementation of Year 2 actions including successes, barriers, and performance measures.

YEAR 3

SEPTEMBER 2026

Action Plan – Lead Units develop an approach to Year 3 action implementation including outreach to relevant stakeholders and identifying resource needs, potential barriers, and relevant performance measures.

OCTOBER 2026 TO APRIL 2027

Implementation Work – Lead Units work toward implementation of their Year 3 actions.

MAY/JUNE 2027

Implementation Report – Lead Units document their work toward implementation of Year 3 actions including successes, barriers, and performance measures.



YEAR 4

SEPTEMBER 2027

Action Plan – Lead Units develop an approach to Year 4 action implementation including outreach to relevant stakeholders and identifying resource needs, potential barriers, and relevant performance measures.

OCTOBER 2027 TO APRIL 2028

Implementation Work – Lead Units work toward implementation of their Year 4 actions.

MAY/JUNE 2028

Implementation Report – Lead Units document their work toward implementation of Year 4 actions including successes, barriers, and performance measures.

YEAR 5

SEPTEMBER 2028

Action Plan – Lead Units develop an approach to Year 5 action implementation including outreach to relevant stakeholders and identifying resource needs, potential barriers, and relevant performance measures.

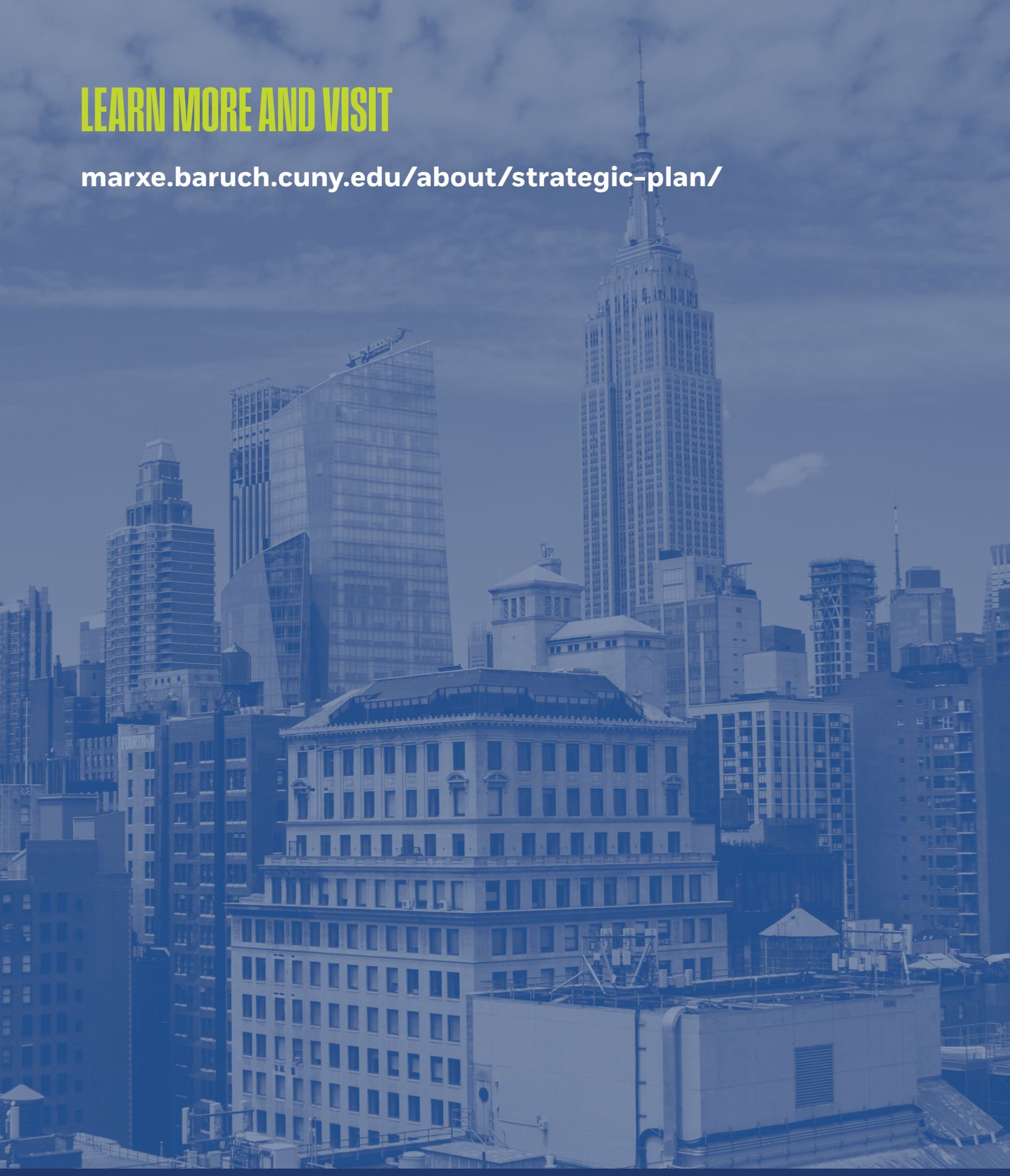
OCTOBER 2028 TO APRIL 2029

Implementation Work – Lead Units work toward implementation of their Year 5 actions.

MAY/JUNE 2029

Final Implementation Report – Lead Units document their implementation of Year 5 actions and overall implementation progress over the five-year period from 2024 to 2028 including successes, barriers, and performance measures, noting any unfinished business and suggestions for the next five-year plan.





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MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS

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