



2024-2028

Marxe Strategic Plan Town Hall

April 18th, 2024

30TH Baruch COLLEGE
ANNIVERSARY MARXE SCHOOL OF PUBLIC
AND INTERNATIONAL AFFAIRS



Town Hall Agenda

12:00 - 12:30 pm | Lunch & Review Posters

12:30 - 1:00 pm | Presentation

1:00 - 2:00pm | Prioritization Exercise



Presentation Overview

- **Timeline & Process**
- **Mission & Values**
- **Goals**
- **Actions**
- **Implementation**

Timeline & Process





Phase 2

Mission & Values Development

- **Spring 2023: Strategic Plan Committee Input**
- **March/April 2023: Online Survey (*13 days*)**
- **March/April 2023: Marxe Planning Café (*9 days, 2hrs/day*)**



Mission – Survey Question #1

Phase 2

Read the current Mission Statement and rate how well it reflects our school's purpose.

TABLE 1: SUMMARY OF RESPONSES TO EXERCISE #1

To what extent do you think the current mission statement reflects our school's purpose?

RATING	OPEN HOUSE Number and Percent of Respondents	ONLINE SURVEY Number and Percent of Respondents	TOTAL
PERFECTLY	1 (4%)	4 (10%)	5 (8%)
VERY WELL	20 (80%)	25 (62.5%)	45 (69%)
SOMEWHAT	4 (16%)	11 (27.5%)	15 (23%)
NOT VERY WELL	0	0	0
NOT AT ALL	0	0	0
TOTAL	25	40	65

Mission | Our mission is the reason we exist, Our purpose in the world



Our mission is to educate and empower public 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

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

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

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

Equity

Break down barriers to inclusion.

As we train administrators, analysts, and leaders for our schools, government and nonprofit organizations, and the private sector, we strive to correct for the discriminatory and inequitable effects of government and nonprofit 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

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

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

Adaptability

Ready for the changing world.

The world is dynamic and demands of us 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 Development

- **Fall 2023: Strategic Plan Committee Input**
- **Nov/Dec 2023: Online Survey (*20 days*)**
- **Nov/Dec 2023: Marxé Planning Café (4 days, 2hrs/day)**



Goals Development

- Mission and Values work helped the SPC develop five Goal themes.

STUDENT SUCCESS

RESEARCH

TEACHING AND CURRICULUM

COMMUNITY BUILDING

OPERATIONS AND INFRASTRUCTURE

- Created five Working Groups corresponding to five Goal themes.
- Working Groups drafted goal statements.



Goals Development

Four key Questions - Survey and Planning Café

- 1. Rate your level of agreement with the draft goal statements.**
- 2. Tell us if you would modify any of the goals. If so, how?**
- 3. Tell us which goals you would remove/add?**
- 4. What actions would you like to see the Marxe School take to achieve these goals?**

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

Phase 3

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 Marx School.
- **Goal S4:** Graduates prepared to excel in their chosen professions, future educational endeavors, and civic engagement.





Goals |

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

Phase 3

RESEARCH

- **Goal R1:** Robust organizational infrastructure, technology, and practices to support high-quality faculty research, including externally funded research.
- **Goal R2:** Collaborative disciplinary, interdisciplinary and multidisciplinary research within and beyond the Marx 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.



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

Phase 3

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 content to professional practice.



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

Phase 3

COMMUNITY BUILDING

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





Goals

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

Phase 3

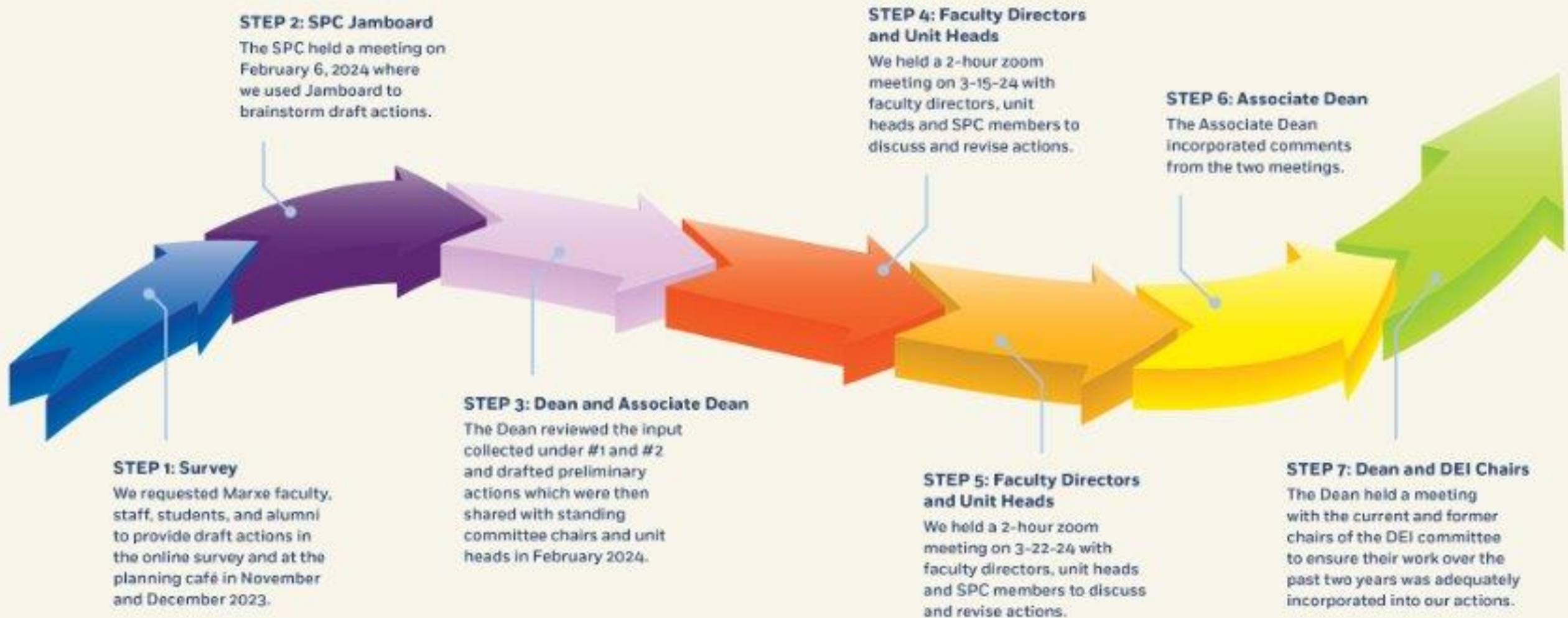
OPERATIONS & INFRASTRUCTURE



- **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:** A streamlined digital infrastructure that facilitates access to current 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 Development

Phase 3





Draft Actions

- **Goals/Actions organized by five themes**
- **Each goal has an associated set of actions**
- **Each action has an associated Lead Unit(s)**
- **19 Goals and 92 Actions**

STUDENT SUCCESS

Draft Actions

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 Create a streamlined system 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.	Advisement/ Global Initiatives
	S1.6 Perform an equity 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 Marxé 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 Marxé School.	S3.1 Create student lounge in the Admin D building.	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.	Student Clubs/ Dean's Office
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



Goal	Actions	Lead Unit
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.	Dean's Office/ Academic Programs/ Research Committee
	R1.2 Provide opportunities for training in new and emerging technologies.	College Level
	R1.3 Provide support and advice for faculty applying to the CUNY/Baruch IRB.	Academic Programs/ Dean's Office
	R1.4 Create a channel for recording and reporting difficulties with IRB and SPAR.	Dean's Office
	R1.5 Provide funding for faculty to purchase necessary software, hardware, and data.	Dean's Office
	R1.6 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, with the Dean's permission, 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, 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 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 AND CURRICULUM

Draft Actions

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 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 how to use data analytics, AI and other digital tools).	Proposed Teaching Committee
Goal T3. An approach that connects academic scholarship content 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 Planning Faculty



COMMUNITY BUILDING

Draft Actions

Goal	Actions	Lead Unit
Goal C1. An inclusive culture to ensure Marxe School community members feel valued professionally and personally. <i>(internal)</i>	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 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. <i>(external)</i>	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. <i>(bring community in)</i>	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 AND INFRASTRUCTURE

Draft Actions

Goal	Actions	Lead Unit
Goal 01. A strong and diversified funding base.	01.1 Regular meetings between faculty directors and advancement staff to build mission-relevant fundraising plans.	Faculty Directors/College Advancement/Dean's Office
	01.2 Coordinate with SPAR and other grant-active units to identify diverse, mission-relevant research funding opportunities.	Dean's Office/Academic Programs/Center Directors
	01.3 Enhance and increase revenue-generating non-academic programming.	Finance and Administration/Professional Programs
	01.4 Regularly survey incoming students to understand marketing and recruitment effectiveness.	Dean's Office/Admissions
	01.5 Develop and launch campaign focused on small donations.	Dean's Office/College Advancement
Goal 02. Transparent, sustainable, and equitable administrative operations and budgeting that reflect our institutional values and build on the expertise of our faculty and staff.	02.1 Lobby Baruch and CUNY Central for a university-wide salary equity study.	Dean's Office
	02.2 Present Marxe budget annually to faculty and staff.	Dean's Office/Finance and Administration
	02.3 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
	02.4 Develop and implement an environmental sustainability action plan for the Marxe School.	Dean's Office
	02.5 Track faculty service time annually to promote equitable distribution of service workloads.	Academic Programs/Executive Committee
	02.6 Lobby Baruch and CUNY Central for the establishment of a comprehensive off-boarding process and data sharing program.	Dean's Office
	02.7 Review and assess mechanisms for communication between Marxe Standing Committees and faculty, staff and students.	Executive Committee / Standing Committee
	02.8 Identify, promote and incentivize professional development resources -- in technology, leadership, equity, and management -- for all staff.	Dean's Office/Career Services
Goal 03. Inviting, accessible, and functional physical spaces for all Marxe School community members.	03.1 Organize and clean all elements of faculty/staff shared spaces.	Dean's Office
	03.2 Create a faculty/staff lounge.	Dean's Office
	03.3 Clean windows, upgrade kitchens, refresh paint, and replace worn carpet.	Dean's Office
	03.4 Publicize and clarify College processes for furniture moving.	Dean's Office
	03.5 Create space for student clubs and organizations, bulletin boards for announcements.	Dean's Office/Academic Programs
	03.6 Consider new uses for cubicles on several Marxe floors, including for students.	Dean's Office
	03.7 Track facility requests submitted to the college.	Dean's Office

Goal	Actions	Lead Unit
Goal 04. A streamlined digital infrastructure that facilitates access to current policies, procedures, forms, and calendars.	04.1 Identify a student/faculty calendaring solution.	Finance and Administration
	04.2 Investigate ways to coordinate scheduling across Marxe School and Baruch College calendars.	Finance and Administration
	04.3 Develop and deliver training on MS Office for project planning, management, and collaboration.	Finance and Administration
	04.4 Send calendar invites for all Marxe meetings rather than putting date in email.	Finance and Administration
	04.5 Move administrative resources off website to SharePoint site.	Finance and Administration
	04.6 Support training for digital literacy and competency for faculty, students, and staff.	Dean's Office/Finance and Administration
Goal 05. Continuous and effective communication conveying the vibrancy of the Marxe School to alumni, prospective students, community members, the college, donors, and professional organizations.	05.1 Hire full-time director of marketing.	Dean's Office
	05.2 Create faculty websites that can host faculty publications and other work products.	Finance and Administration
	05.3 Create an "experts list" for press engagement.	Finance and Administration
	05.4 Improve social media campaigns to promote student and faculty successes.	Dean's Office
	05.5 Strategically fund faculty to attend conferences important to our visibility, rankings and recruitment efforts.	Dean's Office
	05.6 Develop processes for selecting and highlighting student capstones projects on the Marxe website, and publishing and sharing with relevant agencies and stakeholders.	Dean's Office/Finance and Administration/Academic Programs
	05.7 Redesign Marxe website and program homepages to support recruitment, raise our visibility and improve internal communication.	Dean's Office





Plan Implementation

Phase 4

Lead Unit	Number of Strategic Plan Actions
Dean's Office	49
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
Student Clubs	1
College	1
Research Committee	1
Academic Standing Committee	1
Global Initiatives	1
TOTAL STRATEGIC PLAN ACTIONS	92

YEAR 1

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.

Implementation

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 5-year period from 2024 to 2028 including successes, barriers, and performance measures, noting any unfinished business and suggestions for next 5-year plan.





Next Steps

- **Collect Input on Draft Plan by Friday, April 26th**
 - Town Hall Input
 - Faculty, Staff, Student Input
 - Provost's Input
- **Circulate Revised Draft Plan to Faculty by Friday, May 3rd**
- **Vote on Plan at May 9th Faculty Meeting**

Thank You!

**Let's Prioritize Marxé Actions
for the Coming Five Years**

- **5 stations (~10 minutes per station)**
- **Each person has 4 dots per station**
- **Place your dots next to the 4 highest priority actions**



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