

President's Report on Baruch College AY22 College Focused Goal Accomplishments

The College is in the middle of a robust strategic planning process that will lead to Baruch's [five-year strategic plan for 2023–28](#). Since AY2021-22, I have established an annual process to set our [College-Focused Goals](#)—with the help from the [Cabinet](#) and input from College community—to guide our priorities, strategic investments, and decision-making processes. In this report, I am providing you with a summary of our accomplishments according to these goals.

Goal 1. Launch multifaceted institutional transformation to elevate and enhance diversity, equity and inclusion

Strengthen the Leadership Role of the Office of Diversity, Compliance and Equity Initiatives:

In August 2021, I have appointed a new Executive Chief Diversity Officer for the College. Who has, in term, reorganize and strengthen the leadership within the Office of Diversity Compliance and Equity (ODCEI) with a full-time Deputy Chief Diversity Officer and Title IX/EEEO Coordinator, a Diversity Specialist and Operations Coordinator. Additionally, the Office has identified [The Academic Network](#) led by [Dr. Sonel Shropshire](#) to provide DEI Professional Development to Baruch College Leadership (Implicit Bias/Equity) and Academic Chairs (DEI and Faculty Selection).

Strengthening faculty/administrative diversity hiring and retention policies and practices:

In partnership with the Provost, the ODCEI fundamentally change the search process for full-time faculty to ensure a more inclusive and equitable search. This includes broader advertising, the use of an equitable review tracking rubric, and the requirement for all candidates to submit a statement about their ability and commitment to teach in a multicultural, multilingual. To support faculty who are already at Baruch, the College has joined the National Center for Faculty Diversity and Development. Retaining faculty from historically underrepresented groups provided some challenges, but the College was able to overcome a number of these challenges this year through collaboration with the Provost office and the schools to put together retention packages.

Additionally, the OECDI put forward several recommended best practices to improve diversity hiring, some of which have already been implemented:

- Publish all position announcements in diverse online and print publications. Update Baruch College Recruitment Plan templates and DEI Charge materials to include the DEI platforms, job boards and distribution networks.
- Review how faculty and administrative search chairs and search committee members to ensure diversity in all dimensions in search committees. Conducted DEI Charge Meetings for all faculty and HEO-series search committee members.
- Conduct DEI training and professional development sessions including

implicit/unconscious bias and equity training for all Baruch College Search Committees

- Improve overall retention for faculty and staff from underrepresented groups, conducting stay interviews, exit interviews, while setting up consistent process for stay and exit interviews with the Provost and the Human Resources Offices.
- Investing in Adjunct Faculty by increasing efforts to support and retain diverse adjunct faculty
- Institutional Support for Faculty and/or Employee Affinity Groups that represent Diverse Groups

Inclusive Pedagogy

Baruch faculty continue to be trained in the Inclusive Pedagogy Seminar offered by the Bernard L. Schwartz Communications Institute. The Marx School for Public and International Affairs has implemented new required courses in race, inequality and public policy.

Goal 2. Complete institutional structure and planning toward an integrated model for student success: increase student engagement, academic momentum, degree completion, and post-graduation success

The Baruch One Stop Shop (The BOSS)

In early summer 2021 the virtual Baruch One Stop Shop was established on a part-time basis serving over 5,000 students until Spring 2022 when the physical Baruch One Stop Shop opened an extensive cross- training program was initiated for affiliated staff mostly based in the division of Enrollment Management and Strategic Academic Initiatives and some from Student Affairs. The temporary home of the BOSS is the former location of the Continuing and Professional Studies division which was dismantled in Fall 2021. In this new space, the College was also able to create a physical space for food pantry services. The creation of the Baruch One Stop Shop provides an opportunity to explore ways to better integrate academic support services.

Additionally, the College will engage with the ACE Learner Support Lab, which will provide a framework for an in-depth self-study and action planning exercise to take place during the 2022-23 year in alignment with the strategic planning process.

EAB Navigate Implementation

EAB Navigate has been successfully adopted by all College academic advising locations including Undergraduate Advisement & Orientation, SEEK, Honors, Weissman Graduate Programs Office, Weissman Dean's office (undergraduate), Marx Academic Advising Office (graduate and undergraduate), Zicklin Undergraduate Program Office, and Zicklin Graduate Programs. The platform provides advisors with integrated appointment and note-keeping functions, access to predictive analytic data about student success, and a campaign function to contact targeted groups of students for customized support and to track outcomes for each campaign. Navigate also supports the Early Alert function which calls on faculty to flag students who are struggling in the early part of the term, activates referrals to appropriate campus resources based on the nature of the concern, and tracks student responses and outcomes. We hope within this calendar year to be the first in CUNY to launch a financial aid services module on Navigate. Pilot Navigate "Kiosk" mode in BOSS.

Exploring Redesign of First Year Seminar

Cross-division collaboration has begun to explore the redesign of the First Year Seminar

(FYS) curriculum and improve facilitation of academic and college success.

Enhancement/facilitation discussions are ongoing. This initiative was further extended when the Provost charged a diverse group of campus stakeholders to look into a Baruch model for the First Year Experience.

Strengthen Nascent Infrastructure Around Coordinated Student Communications

There is an ongoing cross-divisional collaboration to strengthen all communications students receive; a monthly working group of 40 participants from across the college to discuss issues relevant to student communications while unifying and streamlining student messaging. An expansion of the AI chatbot (BernieBot) across student-facing areas of the College's website is also making progress.

Goal 3. Promote faculty and staff innovation to fully leverage Baruch's intellectual horsepower and capacity as a learning organization

Faculty Innovation

Provost Innovation Fellows were appointed to lead efforts toward advancing inclusive teaching, cross-college and undergraduate research, and hybrid and engaged teaching and learning. The Innovation seed grant program provided incentives for cross-college teams of researchers to develop proposals for external funding. One of the two teams has already met the program goal of securing external funding to support the project, which engages undergraduate students in data-gathering on urban heat island effects across the city. Additional initiatives for faculty instructional innovation are detailed under Goal 4 below.

Staff Well Being and Professional Development

In our effort to improve and engage support for staff in the rapidly changing work environment, the Staff Engagement Committee, reviewed the staff engagement survey results of 2021 to inform the execution of strategies. The three themes that emerged from the survey were a need for communication, compassion, and community. The College partners with Corporate Counseling Associates (CCA) to offer professional development workshops on a variety of issues which staff requested or in which staff indicated they were interested. Most staff were interested in topics such as strategies for working remotely, dealing with challenging people, and stress management strategies.

In acknowledging the exhaustion and stress experienced by our staff during ongoing times of great challenge and uncertainty, the College has implemented an Employee Wellness initiative for the month of June including CCA workshops and we engaged the services of a consultant, Dr. Richard Orbe-Austin to conduct two two-hour workshops—one on Leading through Ongoing Change for Senior Managers; and another on Overcoming Burnout for staff.

Also, to build a better sense of community, we provided opportunities for staff to get together for in-person social gatherings such as Spring Break Coffee Break, in-person luncheon with the Manhattan District Attorney, Spring Celebration with the President on the Plaza, which attended by more than 500 students, staff, and faculty.

Goal 4. Migrate from virtual instruction to a mixture of in-person, hybrid, and HyFlex, as well as synchronous and asynchronous online courses, all while facilitating and maximizing experiential learning

Building upon the recommendations of last year's Hybrid/Online Instruction Programming Working Group, Provost Essig convened the Hybrid and Online at Baruch Advisory Council ("The Council") to make clear and actionable recommendations on how to effectively advance high quality online instruction at Baruch College. Simultaneously, the Provost engaged with an external consultant to develop a business model for all-online programs. A "Digital Learning Hub" was conceived and since launched (in fall 2022). The Digital Learning Hub is our internal Online Program Management unit and a physical location to produce instructional media. An inaugural director and Assistant Vice President for Digital Learning is recruited and start in summer 2022. The online MBA program will be the first to come live in 2023.

The quality of online instruction necessitates improvement. The Provost has required that the schools and their constituent departments have a plan in place for the assessment of all new online courses and all courses that will be part of fully online programs must be reviewed. This oversight process will occur at the department level with evaluative oversight from the Digital Learning Hub.

The Information Services division has been deeply involved in developing the support environment for the expansion of online instruction: upgraded the equipment in all classrooms by replacing the lectern computers with units that met our target of first-time login of under 30 seconds; completed 2 high-end HyFlex classrooms and will complete 3 more by fall 2022; finished the electrical work on 15 basic HyFlex classrooms and scheduled the re-cabling of those rooms to begin after spring final examinations, and ordered the equipment for installation over the summer. Additionally, a new model for College-issued faculty computers that will replace office desktops with a laptop, large monitor, and optional docking station. The specifications were developed in consultation with faculty and the first units should arrive in time for distribution before fall 2022.

Goal 5. Initiate multiyear effort toward an incentive-based budget model: align institutional priorities and resource allocation; create incentive for collaboration and entrepreneurial program innovation

The College has moved forward on design of an Incentive Based Budget (IBB) model. A planning group and a working group are assembled. The first task was to analyze CUNY first tuition revenue data with the objective of creating data standards and methods for determining revenue and crediting the revenue to each schools' activities. The Vice President for Administration and Finance has created a matrix of remaining decisions on tuition revenue and we will be running scenarios showing the implications of different revenue treatments. We will move to the expense side of the equation once the revenue model is completed. To engage the campus community in this process, several presentations on IBB have been made to different college constituencies including the cabinet, the Faculty Senate and all college business managers. The multi-year effort is expected to complete the planning and data modeling phase in 18 months.

Goal 6. Expand visibility and philanthropy while strengthening and building external partnerships

Complete Market Research Study with External Agency and President's Vision Council

A comprehensive brand market research study being launched in 2021 with the President's Vision Council with the assist of an outside firm. The qualitative research component of the study was completed in December 2021. This phase of work included focus group-style discussions with 15 internal stakeholder groups, as well as interviews with donors, alumni, and current students. Individual interviews were also conducted with external partners of the college, which included employers/industry leaders, foundation partners, and elected officials at the city and state level.

The quantitative research component of the study was completed recently in June 2022. The comprehensive survey assesses brand awareness and perceptions of Baruch College; explore how segmented target audiences perceive Baruch and identify drivers for their engagement; and measure perceptions of Baruch against a defined list of competitive peers. This in-depth study involved surveying eight target stakeholder audience groups: Employers, Alumni, Donors, Prospective Undergraduate Students, Prospective Graduate and Executive Students, Current Undergraduate Students, Current Graduate and Executive Students, Faculty and Staff. The next step will be to articulate Baruch's brand strategy followed by a Brand/Marketing Refresh.

Philanthropy

This year Baruch College undertook the challenge of setting an aggressive goal of \$3.5 million for our unrestricted annual fund. Branded as *Invest in Us*, this goal represents a 40% increase over what we normally raise in unrestricted giving. We have recently reached this goal. A major component of our unrestricted annual fund is the Bernard Baruch Dinner. This year's event raised a record \$1.72 million for *Invest in Us*. This number exceeds our previous record by \$200,000. The College is experiencing the national trend of donor attrition. While we have focused efforts on increasing our new donor retention numbers and overall alumni donor numbers, the trends in these areas remain troubling even as we continue to post solid overall fundraising numbers. To address softness in alumni donor numbers, we secured the \$250,000 Simon Challenge, which is a participation challenge vs. a dollar-for-dollar challenge. We have achieved our goal of 3,000 alumni donors by June 30, 2022.

Campaign Readiness Assessment

A consultant was engaged to complete a Campaign Readiness Assessment which included: benchmarking peer and aspirant institutions; analyzed prospect pool and development capacity; assessing potential case and campaign leadership; interviewing internal and external leaders and surveying the Baruch College Fund; and making assessments and recommendations

Establish New Alumni/Industry Networks

The College has established corporate alumni networks and I have hosted these events at Citibank, EY, KPMG, Goldman Sachs, Deloitte, Grant Thornton, UBS, Eisner Amper, Google, and MTA. We are establishing additional corporate alumni networks with Wells Fargo, Capital One, Amazon, First Republic Bank, Microsoft, LinkedIn, Apple, and

Salesforce. In addition, our Alumni Offices has established Industry Specific Affinity Networks in Media, Insurance, Investor Relations, Real Estate and Higher Education. We are establishing affinity groups such as Financial Women's Association (FWA). We are in

the process of establishing additional Industry Affinity Networks in Marketing, Tech, Small Business and Healthcare, and Operations Management.

In closing, we will continue to acclimate to an everchanging landscape, Baruch College remains committed to the mission of student success, while supporting the development and well-being of our faculty and staff. We will continue to pursue the College Focus Goals that align with our values and mission as an institution, while identifying bold strategic goals that will transform the College to the next level.

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