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For Discussion Only

Pace University
Strategic Plan 2010-2014
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INTRODUCTION
As one of the largest private comprehensive metropolitan universities in the United States, Pace University comprises almost 13,000 undergraduate and graduate students at campuses in Manhattan and Westchester County. The University’s academic programs are organized into six schools: Dyson College of Arts and Sciences, Seidenberg School of Computer Science and Information Systems, School of Law, Lienhard School of Nursing, Lubin School of Business, and School of Education. Collectively, these schools offer over 100 undergraduate majors, a wide range of interdisciplinary programs and extensive graduate and professional degrees.

With students from over 130 countries and over 400 full-time faculty members, Pace offers a rich outcome-oriented educational environment for achievers who are engaged with critical issues locally and globally. Now early into its second century, guided by its legacy of *Opportunitas*, the University continues its tradition of preparing students to succeed in a wide range of professions.

Although Pace has recently faced a number of difficult challenges, it is using the January 2008 *Three-Year Plan* to move forward swiftly and successfully in strengthening academic programs, growing its enrollment, rebuilding its financial base and improving its culture of community for students, faculty, staff and alumni.

As a result, Pace has undertaken this strategic planning process from a position of growing strength:

- Pace’s commitment to many high-impact educational approaches – including its Learning Communities, Writing Across the Curriculum and the Center for Community Outreach – is providing a solid foundation for many of the initiatives outlined in this Strategic Plan.

- New student enrollment has grown strongly over the past two fall semesters, due largely to significant changes in admissions operations, marketing and recruitment efforts. The quality of a number of professional programs has become increasingly well recognized, and Pace has experienced increasing student demand.

- A new residence hall at 55 John Street in lower Manhattan and renovations to the dining facilities at One Pace Plaza, along with a state-of-the-art fitness centers on the Pleasantville campus have raised the quality of life for students. A variety of other facility improvements are underway at the other campuses.

- The University anticipates completing its $100 million capital campaign ahead of schedule and is exploring the possibility of raising the financial target. The campaign is providing significant new funding for faculty positions, scholarships and capital improvements.
Against this background, the Three-Year Plan provides a clear blueprint for:

- Repositioning Pace strategically toward its historical strength in “educating for the professions” by aligning the curriculum with the most important issues facing the contemporary world.

- Growing the University’s academic reputation in selected areas by building on its existing program strengths.

- Creating several University Centers for Excellence that provide interdisciplinary and collaborative learning and scholarship opportunities.

- Improving continuously the quality of faculty, staff and student life.

- Growing enrollment by expanding the number of new undergraduate and graduate students and reducing the number of students who drop out or transfer.

- Creating a distinctive identity for each of the University’s campuses.

- Strengthening further the University financial base.

- Increasing Pace’s visibility and recognition.

The Strategic Plan is a natural transition from the “turnaround” strategy of the Three-Year Plan and provides a vision for Pace that will guide the University over the years ahead. The development of the Plan was guided by a Strategic Planning Committee through the consultative process described in an Appendix.
VISION, MISSION AND PRINCIPLES

Vision
A Pace education will embody the University’s location in the world’s most dynamic metropolitan area by integrating New York City and Westchester County’s professional opportunities into the curriculum, the professoriate and student life. Its educational experience will be distinctive for its integration of the liberal arts with education for the professions; interdisciplinary and collaborative pedagogy, research and scholarship; real-world professional experience for every student; and extensive participation in faculty research and scholarship. Pace students will be connected to the world through their participation in professional employment and internship experiences, the academic curriculum and over a century of successful alumni leaders, making Pace University a continuum of success where students will learn at every stage of their education to work toward greatness.

Mission
As a private, multi-location university in New York City and Westchester County offering focused education for the professions resting on a strong foundation of liberal learning, Pace University educates a highly diverse population of students to be “thinking professionals,” highly sought after as innovators and successful leaders who positively impact twenty-first century society.

Principles
The following principles provide specific meaning and direction to the education Pace offers and guide the University in the realization of its longer-term vision:

- **Excellence** in teaching, scholarship, professional preparation and service.
- **Independent thinking** – combined with collaborative and interdisciplinary teaching, learning, research and scholarship – that forms an essential catalyst for continuous innovation.
- **International perspective** – understanding professional and liberal learning in a global context.
- **Diversity** – socioeconomic, racial/ethnic, national and religious – throughout the academic community.
- **Professionalism** as embodied by the standards of knowledge, preparation, articulateness and capacity to learn that employers expect of Pace graduates.
- **Highest standards of truth, ethical behavior and academic freedom** in every aspect of the University’s life and actions.
STRATEGIC GOALS
To move assertively towards realizing its longer-term vision over the next five years, the University will:

I.  Advance Pace’s academic programs

II.  Build a culture of community

III.  Create vibrant and distinctive campus identities

IV.  Build a strong financial foundation and efficient infrastructure

V.  Enhance Pace’s visibility.

The following sections describe each of these goals.

GOAL I: Advance Pace’s Academic Programs
Through its Colleges and Schools, Pace provides a superb education for the professions that gives its graduates ongoing value and employability in a rapidly changing world while ensuring that they become committed contributors to society and remain lifelong learners as Pace alumni. The hallmarks of this education are integration of the liberal arts and education for the professions; interdisciplinary and collaborative pedagogies; real-world professional experience; and active participation in faculty research and scholarship. To build on these distinctive aspects of its education, Pace will:

Recruit, develop and retain an outstanding and diverse faculty

- Develop a comprehensive program of support for faculty at all stages of their careers. The program will touch on changing faculty qualifications; competitive faculty recruitment and compensation; mid-career professional development and scholarship; diversity of the faculty; the tenure and promotion process; mid- and post-tenure review; and retirement-planning issues.

- Emphasize not only the requirement for faculty to engage in research and scholarship but also the diversity of forms such activity may take.

- Enhance the number and breadth of faculty development opportunities that emphasize such skills as innovative pedagogical approaches, facility with technology in the classroom, student retention, interdisciplinary/collaborative teaching, research and scholarship, and assessment of student learning.

- Encourage faculty to develop innovative approaches to educating for the professions, including implementing interdisciplinary courses that require collaboration among arts and science and professional-school faculty.
Build distinctive, high-quality academic programs

- Charge the College and each School to develop and nurture specific programs that build upon their distinctive strengths while reflecting the mission and vision of the University, with the goal of having at least one program in the College and each School nationally ranked within five years.

- Require the College and each of the Schools to develop a five-year strategic plan as well as an annual action/implementation plan that identifies its priorities and key initiatives for that academic year. The College and School strategic plans will be guided by the objectives of the Pace University Strategic Plan and will be central components of the University’s annual implementation plan.

- Conduct external reviews (including, but not limited to regular accreditation reviews) of the academic programs of the College and Schools every five to eight years and subsequently develop action plans to respond to needs identified in the reviews.

- Articulate clear program evaluation criteria the University will use in deciding which academic programs to encourage and support financially.

Integrate education for the professions with knowledge, skills and dispositions drawn from the liberal arts across the University’s academic programs

- Strengthen the student academic experience.
  - Establish uniform standards for advising across the College and Schools and integrate the advising system provided to students for their first two years with school-based advising in the area of the student’s chosen major.
  - Increase opportunities for undergraduates to undertake research and scholarship with faculty.
  - Provide advising for students applying to graduate school and for graduate fellowships, as well as coaching to be competitive for such prizes and awards as Fulbright, Rhodes, Marshall and Luce.
  - Continue Pace’s emphasis on global perspectives and experiences throughout the curriculum.
  - Utilize technology to assist in advising, including such approaches as automated graduation audit capabilities to supplement in-person counseling, and diverse communications technologies to reach all Pace students.

- Provide students meaningful professional preparation experiences and lifelong career guidance services.
• Guarantee a professional preparation experience – to include, for example, cooperative work opportunities, internships, student teaching, nursing clinical practice, etc. – for all qualified undergraduate students and, where appropriate, graduate students.

• Articulate the University’s strong central career-development function seamlessly with career guidance provided in the individual schools in order to serve all Pace students regardless of their academic interests, degree of career focus or point in their educational career.

• Integrate the experience of Pace alumni with enrolled students through innovative academic and career mentoring and internship opportunities. Increase outreach by the career development office to provide Pace alumni with lifelong assistance that helps them address their needs for ongoing education in their professions and for career changes.

• Regularly survey the needs of local and regional employers and identify opportunities to modify professional preparation experiences, career development and the academic curriculum to increase the value of Pace graduates to prospective employers.

• Create capstone experiences for all Pace majors that integrate material learned throughout a student’s studies and offer opportunities to showcase the student’s mastery of such “soft skills” increasingly required by employers as critical thinking, modern languages, written and oral communication.

• Strengthen the articulation between the undergraduate and graduate programs so that increasing numbers of Pace students pursue graduate and professional degrees, both immediately following their undergraduate studies and after a period of significant work.

• Identify promising areas in which to establish continuum programs through which students are admitted to undergraduate programs that lead directly (without an additional application) to enrollment in one of Pace’s graduate or professional schools.

• Identify undergraduates showing promise for successful graduate study and encourage their enrollment in appropriate graduate-level courses during their upper class years at Pace.

**Establish robust University Centers for Excellence**

• Create several University Centers for Excellence that provide interdisciplinary and collaborative learning and scholarship opportunities to students and involve
faculty from three or more schools/College within the University and, where appropriate, from other institutions.

- Create a distinct focus for each Center so that it will bring national if not global recognition to the University and be a “destination” program, able to draw students and visiting scholars from across the nation.

**GOAL II: Build a Culture of Community**

While morale on campus has substantially improved over the past year, additional steps are necessary to foster a vigorous, cohesive and strong University community, yet one that is connected to and takes full advantage of the dynamic city and region that surrounds it. Accordingly, Pace will:

**Strengthen the college experience for all students**

- Strengthen student life to encourage widespread student involvement in diverse co-curricular activities and increased intellectual and social interaction among students and between students and faculty.

  ▪ Use diverse communications technologies to reach all Pace students and promote communities of students, faculty and staff by encouraging the use of social networking tools.

  ▪ Enhance student-faculty engagement, such as that occurring formally in Learning Communities, student-faculty research and scholarship and the Honors College, and create opportunities for informal student-faculty engagement and the development of mentorship relationships.

  ▪ Establish programs that create interaction among students across campuses – for example, a “Semester in the City” for Westchester students and a “Semester in Westchester” for New York City students – to enhance their awareness and sense of the larger Pace community.

- Expand and improve residential life.

  ▪ Create integrated living-learning environments on the New York and Pleasantville campuses, considering such options as residential colleges and “theme houses.”

  ▪ Promote faculty and alumni engagement with students through programming in student living-learning environments and, where possible, in faculty and alumni homes.

  ▪ Establish best practices for each campus through benchmarking and implement plans for maintenance and updating facilities.
Continuously improve Pace’s scores on the National Survey of Student Engagement (NSSE), and strengthen the University’s ratings in such national surveys as the Graduate Satisfaction Surveys to levels comparable or better than Pace’s peer institutions.

Make certain that the University considers the needs and concerns of both traditional-college-age students and adult/continuing learners as it strengthens the academic, co-curricular and social engagement of students.

**Enrich the quality of community among faculty**

- Create formal and informal structures that bring together faculty from the New York City and Westchester campuses for participation in academic governance, discussion and debate about Pace and external concerns, and socializing.

- Establish additional virtual and actual faculty forums for informal and formal academic discussion and debate, such as lecture series, brown-bag lunches, blogs, electronic bulletin boards, and the like.

- Build on existing and planned faculty development programs to create forums for discussion of pedagogy and teaching/learning issues.

- Foster and support collaborative research and scholarship among faculty.

**Enhance the professional development of staff**

- Design and implement a comprehensive approach to professional staff development to build a culture that values clear communications, strong accountability and exceptional service to all members of the University community.

- Build a human resources capability that will provide outstanding training opportunities for staff; develop employee feedback mechanisms; increase incentives; broaden employee recognition programs; and encourage the professional development of all staff.

- Create a University Leadership Development Program that features presentations and discussions on leadership and management.

**Engage Pace alumni in diverse and ongoing relationships with the University**

- Develop and implement a comprehensive alumni relations plan that articulates the diverse interactions that Pace wishes to have with its alumni and offers alumni a menu of opportunities for engagement with their alma mater. The plan should go well beyond fundraising and describe numerous mechanisms for alumni to
increase their involvement with Pace, emphasizing the benefit to both the individual alumna/alumnus and the University.

- Establish an alumni-student interaction program that matches undergraduate students and alumni to create mentorship, career advising and, potentially, employment opportunities.

- Identify specific alumni and philanthropic funding initiatives that support program development and/or student initiatives.

**Improve understanding of and participation in University governance**

- Follow AAUP guidelines with respect to faculty-trustee governance to clarify roles, strengthen communications and improve oversight.

- Create opportunities for formal and informal interaction between Pace faculty members and members of the Board of Trustees, including forums organized around specific challenges and opportunities facing the University, trustee attendance at selected faculty academic presentations and informal get-togethers.

**GOAL III: Create Vibrant, Distinctive and Collegial Campus Identities**

It is critical that the University capitalize upon its multi-location structure to support more strongly its academic and co-curricular programs and enhance the culture of community across the entire institution. Accordingly, Pace will:

**Establish Pace’s downtown New York City campus as one of the nation’s outstanding urban campuses**

- Consider outsourcing much (if not all) student housing from One Pace Plaza, and reconfigure the building to include dynamic, technology-enabled classrooms, inviting co-curricular spaces, and those administrative functions that most directly interact with students.

- Develop a plan to create a “campus-district” in the neighborhood surrounding One Pace Plaza using current Pace real estate, enhanced signage and banners, and efforts to attract retail establishments of interest to Pace students.

- Create signature facilities in One Pace Plaza or nearby for Pace’s two largest academic units: Dyson College of Arts & Science and Lubin School of Business.

**Establish Pleasantville as Pace’s “small-college” residential campus**

- Establish Pleasantville as a residential campus with a “small-college” feel, serving primarily full-time students and with sufficient residence hall space to house all students desiring to live on campus.
• Begin shifting students residing at Briarcliff Manor to new facilities as additional residence hall space is built at Pleasantville.

• As part of a master plan for the Pleasantville campus, work with the town of Pleasantville to establish a “college district” within walking distance of the campus, and survey students to understand what retail services and amenities they would most frequent nearby.

**Optimize the utilization of University’s academic facilities**

• Determine and implement the optimal distribution of academic programs, co-curricular activities and administrative functions among all of Pace’s campuses.

• Examine the classroom and facility utilization of all of Pace’s campuses, and consider how best to maximize utilization throughout the day, evening and weekend.

• Consider whether and how the Martine Avenue campus can be fully utilized.

**Provide facilities that are attractive, secure and “green”**

• Complete a master facilities plan for the entire University that brings architectural coherence and attractiveness to each of the campuses while improving the ambiance of current gathering places to facilitate and encourage interaction among faculty, staff and students.

• Identify and prioritize the University’s deferred maintenance needs and develop a plan to address them.

• Expand and promote Pace’s campus sustainability initiatives – Energy and Water; Recycling and Waste Reduction; Transportation; Dining Services; Purchasing; Green Building and Landscaping; and Campus Culture and Academics – and integrate these with the University’s academic and co-curricular programs on the environment.

• Promote Pace’s sustainability efforts and academic and co-curricular environmental programs as an important example of how Pace students integrate real-world challenges with their education.

**GOAL IV: Build a Strong Financial Foundation and Efficient Infrastructure**

To strengthen the quality of the University’s academic programs, expand the scope of its educational initiatives improve physical facilities and strengthen infrastructure, Pace will:
Increase enrollment strategically.

- Continue modest growth in undergraduate and graduate enrollment that ensures increasing net revenue to fund Pace’s strategic initiatives and is consistent with the University’s academic goals.

- Continue to improve Pace’s ability to meet its enrollment targets by focusing recruitment efforts on those students most desired by Pace and likely to enroll and persist; fine tuning the financial-aid leveraging model to increase student yield and net tuition revenue; and further improving Pace’s ability to process and respond to information requests and applications in a timely and efficient manner.

- Focus and increase admissions marketing within the direction set by an institution-wide communications plan, identifying and shaping the messages about Pace most likely to appeal to its target student markets.

- Reduce student attrition due to financial, social, academic, and other causes, and improve student retention by modifying academic and administrative policies, providing focused academic counseling, to address these causes. In doing so, improve Pace’s first-to-second-year undergraduate retention rate to at least 80%.

Build the University’s financial assets

- Restructure Pace’s balance sheet and continuously improve Pace’s annual financial results through revenue growth, competitive tuition pricing, and focused cost containment so that the University generates significant operating surpluses in each of the five years of this Strategic Plan and is thereby able to strengthen academic offerings, rebuild its infrastructure, reduce indebtedness and undertake other key strategic reinvestments.

- Complete the present Capital Campaign, including any expanded goals, continue vigorous fundraising for specific strategic objectives and undertake initial planning for the next Campaign, which should have a higher financial target.

- Grow alumni financial support by strengthening the University’s outreach efforts, building more vigorous interest and attachment early on and involving key alumni in realizing the longer term vision of the University. Use the results of the Office of Philanthropy’s Alumni Relations Study to assess the current program and service offerings and to identify new approaches for engaging alumni. Sustain the significant growth in giving that Pace has experienced as a result of the Centennial Campaign.

Re-engineer business processes and build a new budgetary model
• Make all institutional business processes – from human resources to student records, class scheduling to student registration, collections to disbursements – efficient, reliable and user-friendly.

• Improve continuously all of the University’s processes and systems in a manner that incorporates the myriad small ways that the campus experience of faculty, staff and students can be enhanced at no or limited cost.

• Require each administrative unit to develop a five-year strategic plan as well as an annual action/implementation plan that identifies its priorities and key initiatives for that fiscal year. The administrative plans will be guided by the objectives of the University Strategic Plan and will be major building blocks of the University’s annual implementation plan.

• Establish a rolling three-year financial plan that strengthens Pace’s capacities to build a strong financial base, and develop a new responsibility center budget model that reflects the goals of the Strategic Plan, distributes budget responsibility to the College and the Schools and makes the budget widely available and understandable throughout the University community.

**Develop a strategic technology plan**

• Engage faculty in the development and use of educational technologies that support innovative pedagogy, in particular collaborative learning experiences, and strengthens the faculty’s educational technology skills.

• Increase the variety of courses delivered through distance-learning and hybrid approaches so that students can be offered greater choice with respect to attending classes in person or on-line.

• Leverage Pace’s current technology and utilize new technologies to streamline administrative processes and improve service to students, faculty and staff as well as to increase the frequency, inter-activeness and reach of Pace’s communication with students, faculty, staff and alumni.

**GOAL V: Enhance Pace’s Visibility**

Pace believes that the focused vision it has developed through strategic planning is an excellent platform from which to improve the University’s visibility, recognition and reputation in the world beyond its campuses. Enhancing Pace’s image, however, is not only a matter of better communicating its message to the outside world but also of reaching out to the larger community for the benefit of both that community and Pace’s students. To do this, Pace will:

**Increase Pace’s outreach, regard and recognition**
• Prepare a strategic institutional communications plan that includes a distinctive, focused set of messages to clarify Pace’s identity, brand the University and guide all outreach, communications and marketing efforts. Convey these messages strongly and consistently inside the institution as well as to external audiences, so that Pace’s mission, vision and strategic goals become integral components of the University identity, personality and culture.

• Increase the involvement of alumni in efforts to enhance Pace’s visibility and reputation both by featuring alumni and their accomplishments in institutional marketing and by leveraging the formal and informal communication resources of Pace alumni, as individuals and as employers, to highlight the University.

• Develop and continuously upgrade the University’s Web site as an important vehicle for outreach and information for prospective students, faculty members, staff, public officials, donors and the media, while at the same time increasing Pace’s use of social networking and interactive technologies to deepen the engagement of these different constituencies in the life of the University.

• Capitalize on the evolving technology to keep students, faculty, staff, alumni, visitors and the general public better informed and thereby build a strong sense of community and identity.

Expand and deepen the University’s relationships with the larger community

• Establish additional collaborative relationships with New York City and Westchester County businesses, government and nonprofit organizations to serve Pace’s academic needs for internships and capstone projects and enhance the University’s reputation as a good citizen.

• Take advantage of Pace’s well-situated New York City and Westchester County venues to bring members of the public to Pace for cultural events offered by the University and outside organizations. Use these events to inform the public about educational and other opportunities at Pace.

• Identify the economic, social and cultural impact that Pace has on its surrounding communities and promote this to the public in Pace’s geographic region, local and state government representatives and philanthropic supporters.
ACCOUNTABILITY
Pace will become widely recognized for the ways it assesses the quality, relevance and effectiveness of its programs and activities. In particular, Pace will:

*Establish and consistently use clear metrics to evaluate and strengthen the University’s programs, activities and services*

- Make learning outcomes and assessment an essential component of Pace’s culture. This will involve defining clear learning objectives for students, measuring student achievement and using such measures to inform the allocation of resources for teaching and the distribution of faculty training.

- Use regular surveys to evaluate the quality of services for students, faculty, staff, and alumni, making the outcomes of the surveys widely available on campus and designing and implementing programs to meet deficiencies – with the overall goal of achieving and maintaining an environment of outstanding support to faculty, students, staff, alumni and funders.

*Measure progress annually in achieving Pace’s strategic goals and objectives*

- Publish an annual summary of the status of progress on the Strategic Plan, noting progress and obstacles during the past year and outlining steps to take advantage of new opportunities and respond to changed circumstances.

- Report annually on how Pace’s major academic and administrative units are contributing to the achievement of the University’s strategic objectives.

CONCLUSION
Through the implementation of this Strategic Plan, Pace will build upon its strong history of focused professional education that integrates liberal learning, professional education and relevant work experience. As a result, Pace graduates will be highly sought after as “thinking professionals” – innovators and leaders who “make the world work” in the 21st century. In doing so, the University will deepen its contributions to the New York metropolitan region and beyond, strengthen its financial foundation and gain new recognition for the quality and relevance of its educational approach.

The University is dedicated to advancing its academic programs, building a culture of community, creating vibrant and distinctive campus identities, building a strong financial foundation and efficient infrastructure and enhancing its visibility. These five strategic goals are interrelated: each is important; each will contribute to the achievement of the others; and each will shape a different aspect of the Pace University of the future. All are central to moving the University to a new level of achievement.
THE STRATEGIC PLANNING PROCESS

Initiated in the Fall of 2007, the Pace University strategic planning process was guided by a Strategic Planning Committee, chaired by the President and composed of faculty, students and administrators. The Committee met regularly throughout 2008 and the Spring of 2009 to identify major strategic issues, discuss a variety of materials and review successive drafts of the Strategic Plan. The Committee was supported in its work by a number of Task Forces that studied a range of specific issues and reported back to the full group; the Task Forces drew upon the on-going work of a number of other University committees.

Shortly after the establishment of the Strategic Planning Committee, the Board formed its own Trustees Strategic Planning Committee. The Committee provided input and guidance to the planning process and the Plan itself in draft. The full Board of Trustees discussed a draft of the Plan at a special meeting on February 19, 2009.

A final draft of the Plan was widely distributed to the Pace community for review and comment. Upon review of comments from the community, the Strategic Planning Committee approved the final version of the Plan and transmitted it to the Board for their review and approval. The Board approved the plan on [xxxxxx] 2009.

The membership of the Strategic Planning Committee and the Trustees Strategic Planning Committee are listed below. The two committees were assisted in their deliberations by Anthony Knerr & Associates (www.aknerr.com), strategic advisors to leading colleges, universities and other nonprofit institutions in the United States and Europe.

While the Strategic Plan proposes a number of strategic goals for the next five years against the backdrop of the longer-term vision, it does not lay out the numerous management decisions required to achieve these goals. These decisions are more properly the domain of an Implementation Plan that clearly presents specific action steps; indicates resource requirements; pinpoints accountability and responsibility; and provides benchmarks for measuring progress. The Implementation Plan will be drafted upon adoption of the strategic plan by the Board of Trustees and will be widely shared with the Pace community upon completion.

Membership of the
Pace University Strategic Planning Committee

Stephen J. Friedman, President – Chair
Sal Antolos, Student Government President, Westchester Campus (2007-2008)
Vincent Barrella, Associate Professor of Legal Studies and Taxation, and Chair of the New York Faculty Council
Joseph Baczko, Dean, Lubin School of Business
Geoffrey Brackett, Provost and Executive Vice President for Academic Affairs

Pace University
Alan Eisner, Professor of Management
Harriet Feldman, Dean, Lienhard School of Nursing and Interim Dean, School of Education
Margaret Fitzgerald, Associate Professor of Criminal Justice and Sociology, and Chair of the Westchester Faculty Council
Cindy Heilberger, Chief of Staff, Special Assistant to the Board of Trustees, Office of the President – Coordinator
Nira Herrmann, Dean, Dyson College of Arts and Sciences
Aseefa Ismail, Student Government President, New York Campus (2007-present)
Steven Johnson, Associate Vice President of Student Services and University Registrar
Susan Kayne, Assistant Vice President, Marketing and Communications (from January 2009)
Constance Knapp, Acting Dean, Seidenberg School of Computer Science and Information Systems (from July 1, 2008) and Professor of Computer Science and Information Systems
Paul Kurnit, Clinical Professor of Marketing
Rona Levin, Professor of Nursing
Mary Rose McCarthy, Associate Dean and Associate Professor, School of Education
Susan Merritt, Dean, Seidenberg School of Computer Science and Information Systems (until June 30, 2008)
William Offutt, Associate Professor of History
Jerrett Rashaad Perry, Student Government President, Westchester Campus (2008-present)
Michelle Simon, Dean of the Law School
Rick Whitfield, Executive Vice President for Finance and Administration & Treasurer
Douglas Whiting, Vice President, University Relations (until December 31, 2008)
Adelia Williams, Professor of Modern Languages and Cultures

Representing the University’s Middle States Steering Committee
Harold Brown, Co-Chair, Middle States Steering Committee, Professor of Philosophy and Religious Studies
Barbara Farrell, Co-Chair, Middle States Steering Committee, Associate Professor of Accounting
Barbara Pennipede, Co-Chair, Middle States Steering Committee, Assistant Vice President, Office of Planning Assessment, Research and Academic Support

Membership of the Trustees Strategic Planning Committee

Aniello Bianco – Chair*
Donald Boudreau*
Stephen Friedman
Michael O’Reilly*
Carol Raphael
Ivan Seidenberg*

* Pace alumni