

Augmented Pace Action Plan
July 11, 2012

1. Advance Academic Programs

- Recruit, develop, and retain an outstanding and diverse faculty
- Build distinctive, high-quality academic programs
- Strengthen the student academic experience – improve retention and graduation
- Increase research, scholarly activity and external funding

2. Build a Culture of Community

- Improve the co-curricular experience for all students
- Enrich the faculty's sense of community
- Enhance the professional development of staff
- Engage Pace alumni in diverse, meaningful, and enduring relationships with the University
- Improve understanding of and participation in University governance
- Address quality of life issues

3. Create Vibrant, Distinctive, and Collegial Campus Identities

- Establish Pleasantville as an outstanding suburban residential campus with a distinctive identity
- Establish downtown NYC campus as a distinctive urban campus deeply connected to its urban environment
- Optimize the use of academic facilities
- Provide facilities that are attractive, secure, and green

4. Build a Strong Financial Foundation and an Efficient Infrastructure

- Increase enrollment selectively and strategically
- Vigorously develop other revenue streams
- Strengthen the University's financial foundation
- Increase efficiency of current resource usage

5. Enhance Pace's Visibility

- Increase Pace's outreach, regard, and recognition
- Expand and strengthen the University's external relations

6. Strengthen & Reinforce the Culture of Accountability

- Establish and use clear metrics to evaluate and strengthen the University's programs, activities and services
- Annually measure progress in achieving Pace's strategic goals and objectives

Augmented Pace Action Plan – Includes Additional Action Items

Currently, Pace is in the middle of a strategic five-year plan for 2010–2015 - *Opportunitas in the 21st Century: Seizing the Moment*. The plan describes historic strengths, core values and ideals, while offering a sensible approach to positioning Pace for continued progress. Based on the vision, mission and values statements of Pace University, the 6 key identified goals of the plan are:

1. Advance Academic Programs
2. Build a Culture of Community
3. Create Vibrant, Distinctive, and Collegial Campus Identities
4. Build a Strong Financial Foundation and an Efficient Infrastructure
5. Enhance Pace's Visibility
6. Strengthen and Reinforce the Culture of Accountability

The purpose of this draft document, subject to further input from the Pace community, is to propose a number of key additional action items (in red) which could be considered for implementation as part of the Pace strategic plan. It is very possible that some of these activities are already in progress, and the intended goals are being accomplished. In that case, there may just be minor improvements to be made. However, many other action items should stimulate new thinking, and sharpen the strategic planning and implementation process. For convenience, all the additional action items proposed in this document have been listed and inserted under the six key goals of the Pace strategic plan.

Goal 1: Advance Academic Programs

Recruit, develop, and retain an outstanding and diverse faculty

- **Allocating faculty lines:** Allocate available faculty lines in a manner that will build the academic strengths of the University and further its most important academic initiatives.
- **Faculty development and advancement programs:** Develop a comprehensive program of support for faculty at all stages of their careers. Such a program will touch on evolving faculty qualifications; competitive recruitment and compensation; mid-career professional development and scholarship; diversity; the tenure and promotion process; mid- and post-tenure review; and retirement planning. Emphasize research and scholarship and the diversity of forms such activity may take. **Detailed re-examination of the current on-going tenure and promotion process.**
- **Under-represented minority faculty hires:** The Provost's Office should develop a program for supporting these hires and mentoring them. The SRUF program implemented at IUPUI is a successful example.
- **Spousal hires:** Assistance for spouses to find employment either at Pace or in the surrounding communities is mutually beneficial in the recruitment and retention of faculty.
- **Star faculty hires:** A pool of funds set aside for star hires in any school

provides healthy competition and the incentive for great faculty hires. These exceptional faculty hires (at most two per year) will be key to enhance the visibility/stature of any school and foster scholarship and creativity. This is also a fundraising opportunity.

- **Faculty housing:** Consider subsidized faculty housing near campus. Look at models used by other NYC universities and by UC Irvine, UC Santa Barbara, etc. It is important that Pace not lose any faculty due to the high cost of renting and ownership in New York City and neighboring counties.
- **University retirement incentive:** Re-visit faculty retirement incentive offers. Think of creative, equitable and dignified ways in which faculty and staff can plan for retirement. Phased in retirement is often a good idea. It gives faculty the opportunity to plan a systematic transition of their research and creative activities.
- **Faculty Club:** Improves collegiality and interaction between faculty members from various disciplines and increases the chances of generating interdisciplinary research proposals. Academic flavor comes from short presentations describing recent scholarship and the discussion that ensues, reports following sabbaticals, etc. “Conversations at Tea” or “Lunchtime Chats” are a collegial way of disseminating information and for hearing suggestions and concerns.
- **Excellence in teaching/research/service awards:** Look at the university reward and recognition system for excellent performance.
- **Leadership development:** Programs like faculty fellows help the internal development of faculty for future administrative and leadership roles. Nationally available programs are also useful, but expensive. Periodic meetings with deans, chairs are a useful way of sharing common problems and good solutions, yielding a more effective cadre for key leadership roles.

Build distinctive, high-quality academic programs

- **School strategic plans:** Require the College and each of the Schools to develop their own five-year strategic plans that are guided by the objectives of this University Strategic Plan. Every College and School plan will have specific and quantifiable goals; an annual implementation plan that identifies the priorities and key initiatives for that academic year in pursuit of the goals; and an annual assessment of progress. **School plans should align with university directions, since this will produce maximum impact.**
- **New school programs:** Charge the College and each School to develop innovative programs that build upon their distinctive strengths and distinguish their programs from those of competitor universities, with the goal of having at least one program in the College and each School nationally ranked within five years. **Consider developing doctoral programs in strong departments.**
- **External reviews:** 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 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.

- **Professional Science Masters degrees:** Particularly relevant for industry and outreach. Adds a new revenue channel.

Enhance the student academic experience (recruitment, retention, graduation)

Recruitment

- **Enrollment size and shape:** Increased enrollment is desirable, but should not result in a less qualified entering class and it must not dilute the quality of the education provided. Where does the extra enrollment income go? Need to provide incentives to Deans for marginal growth, especially in the form of extra resources. A 50-50 split of marginal income may be a good model.
- **Student ambassadors:** Devise a cohesive approach for Pace students to return to their high schools to describe their positive university experiences. Could be a strong recruitment tool, and enhance diversity.
- **Articulation programs:** Re-visit existing articulation programs with local as well as targeted out-of-state community colleges. Guarantee Pace admission for transfer students with a specified minimum GPA.
- **Honors College:** More high ability students at Pace will considerably boost the retention rate and university ranking. Think of special, distinctive new interdisciplinary degree programs attractive to high ability students, e.g. sustainability, entrepreneurship, environmental studies, leadership, health sciences, etc. Great space for honors students, priority registration, housing, and more competitive scholarships definitely help to attract top-level students.
- **Other recruitment ideas:** With substantive contributions from faculty, cultivate relationships with high school teachers and counselors. Showcase Pace programs. Opportunities for service learning at Pace will be attractive to new students. Recruit students from India—an additional 30 million will need education by 2020. Consider developing more 2+2 programs. In particular, use the Confucius Institute connections in China. Similar opportunities in India need exploring. Keep in mind alternatives such as a 1+3 program leading to a bachelor's degree, or 2+3 or 3+2 programs leading towards a master's degree.

Retention

- **Advising:** Continue to improve the effectiveness of the student advising programs.
 - Establish uniform standards for advising across the College and Schools, and integrate the University's advising system provided to students for their first two years with school-based advising in the area of the student's chosen major.
 - Provide advising for students applying to graduate or professional school and for graduate fellowships, as well as coaching for such prestigious fellowships and awards as the **Goldwater, Truman, Fulbright, Rhodes, Marshall, Luce, Gates, etc.**
 - Leverage technology for advising, including such approaches as automated graduation audit capabilities to supplement in-person

counseling and diverse communications technologies to reach all Pace students.

- Review the CAP (Challenge to Achievement at Pace) program to determine its current efficacy in identifying and serving those students who are likely to be successful students at Pace and assess its appropriate size and role in the University.
- **Develop the electronic Personal Development Plan (ePDP) to help advising and follow every student from entry to graduation.**
- **Professionals seem to do academic advising best; they know the curriculum well and can help students finish programs quickly. Students want on-line advising 24/7; on-line group advising is effective. Seniors can serve as mentors for freshmen. Counsel seniors to help them finish.**
- **Financial literacy for students (and their parents):** Should be of help in making prudent decisions regarding how to finance higher education. Students also need help with budgeting and managing their money. Too often, full time students work off campus to help pay for necessities, but if work exceeds 20 hours/week, it hurts grades and interferes with on-time graduation. For some students, taking out loans while going to school full-time might be a better decision than working part-time and taking longer to graduate.
- **Early warning system:** This is a proactive approach in helping students succeed.
- **Tutoring:** Increase use of peer tutors in courses (e.g., Supplementation Instruction and Peer-Led Team learning). More undergraduate and graduate teaching assistants?
- **Alumni career advising/mentoring to current students**

Graduation

- Strengthen the integration between undergraduate and graduate programs so that increasing numbers of Pace undergraduates 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 in 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. Develop and implement an educational technology plan
- **Adult learners and degree completion:** Revitalize, reorganize, and expand the Pace adult education programs to provide new opportunities for those seeking to expand their knowledge and credentials. Expand the degree completion program for adult learners.
- **Set expectations:** It is important to set early expectations (during orientation and repeatedly in the first year) for graduation in four years or less. Build class spirit, reminders.

Enhancing the learning experience

- **Distinctive hallmark of a Pace degree:** Consider what makes an undergraduate degree from Pace special and distinctive, both in curricular and co-curricular experiences. At Pace, one might consider a quantitative emphasis consistent with producing “thinking professionals”, by encouraging/requiring all students to acquire special analytical and technological skills via specially designed courses which teach data mining, technical advances, or management techniques appropriate to all degree programs.
- **RISE experiences:** IUPUI used transcriptable RISE experiences (R = Research, I = International, S = Service learning, E = Experiential learning).
 - Increase opportunities for undergraduates to undertake research and scholarship with faculty. Apply for NSF and other governmental/private foundation undergraduate research support. Senior thesis class in many subjects is also possible. Gives an opportunity for writing in the discipline, and give an oral presentation in front of a friendly audience.
 - Expand the opportunities for international experiences. Make maximum use of externally-funded study-abroad experiences. Seek additional funding for short-term international experiences. Take full advantage of the different perspectives and experiences of international students in Pace classes. Explore and develop appropriate international affiliations for Pace University academic programs, their students, and faculty. Leverage such partnerships as the Confucius Institute and the Center for International Business Development to enhance Pace University’s international profile.
 - 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, and written and oral communication.
 - Provide students meaningful professional preparation experiences and lifelong career guidance services. Seek to provide a professional preparation experience – cooperative work opportunities, internship, student teaching, nursing clinical practice, etc. – for all qualified undergraduate students and, when appropriate, graduate students. Make the valuable experience of Pace available to students through innovative 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.
- **New technologies:** Engage faculty in the development and use of educational technologies that support innovative pedagogy, in particular collaborative

learning experiences, and strengthen the faculty's educational technology skills.

- **Distance learning:** 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, and so that Pace becomes attractive to new markets of students interested in highly flexible class delivery options. Establish robust University Centers for Excellence
 - **Credit hours:** Make a systematic survey of credit hours needed for graduation in various programs. Unless mandated by accrediting agencies, must reduce credit hours for all degrees to 120.
 - **Thematic learning communities:** TLCs put students in cohorts for multiple classes with a subject theme. There is ample evidence that TLCs increase retention.
 - **On-campus employment, including federally-supported work-study, aids retention; can we do more of this?** Science employs students in labs, which educates the students as well as helping them financially. The Graduate Office uses Public Relations students to help in designing marketing materials. SLA employs interns from the graduate program in Higher Education and Student Affairs. The Center on Urban and Multicultural Education involves undergraduates in their research projects.
 - **Department and campus web sites:** Look at best practices, and enhance all web sites. Periodic check of department web sites is crucial – often the first place potential students look. Useful for better departmental ranking. Schools should profile new faculty and many departments will benefit from a newsletter for alumni to feel connected. Points of pride/distinction should be highlighted. The Pace web site needs a major overhaul both in content as well as ease of navigation.
 - **Classrooms – upkeep and technology:** Examine status of classrooms and teaching labs – seating, cleanliness, lighting as well as faculty requirements for technology in classrooms.
 - **Sampler course [CAS 101]:** Introductory 1 or 2 credit hour sampler course to give students an idea of trends, research and potential career opportunities in various disciplines. Somewhat superficial (but valuable) exposure which can be helpful to students in selecting a major, thereby making a more informed decision about future courses and perhaps reducing the time to graduation. The same idea could potentially be extended to the junior and senior years, by asking successful alumni to speak about their studies and job opportunities in various disciplines.
 - **Service learning and civic engagement:** Excellent way of having community involvement. Internships often lead to future jobs. Work with local employers to increase opportunities.
- Reduce student attrition due to financial, social, academic, and other causes, and improve student retention by modifying policies such as financial aid to facilitate retention, emphasizing rigorous academic programs, and providing focused academic counseling to help students succeed. Over the course of the next five years, improve Pace's first-to-second-year undergraduate retention rate to at least 80 percent.
 - **Retention issues:** Study the leaky student pipeline – identify where the leaks are and try to plug them with ideas. Stipend/reward for students who have very good

- GPA's in two consecutive semesters, provided they enroll continuously. Provide adequate academic/tutoring help in basic courses.
- **Aggressive advising:** Constant monitoring and an early warning system, especially in the first year are essential. Quality as well as quantity of the advisors needs to be reviewed. Student focus groups for feedback may be helpful.
 - **Summer initiative:** Most campuses have unused excess capacity in the summer in classrooms and housing. A summer initiative to use this capacity has many benefits. Should help with retention, and free up class capacity during the academic year. Should emphasize benefits of reducing time to graduation. "Jumping ahead to graduation" is a good tag line. Encourage/require students at risk to take "remedial" or "preparatory" summer courses, especially prior to enrollment at Pace. Programs for high school students or senior citizens provide good outreach to community as well as income. Also, students enrolled at other universities, who have returned home to New York for the summer, often want to take a few summer courses. Consider courses for high school teachers and workshops for industry. Need appropriate marketing to increase numbers.
 - **Stress benefits of timely graduation:** Compare economic benefits of graduating one year later with poorer grades and graduating on time with better grades. Short term satisfaction versus long term gain. Emphasize that working while studying should be held to the minimum necessary level. Getting a bachelor's degree will yield about \$ 1 million additional earnings over a lifetime over a high school diploma alone. Need a suitable pamphlet.
 - **Electronic text books:** Explore using eTexts to reduce student costs. This is now being increasingly done at most universities.

Increase research, scholarly activity and external funding

- Add at least four new University Centers for Excellence that provide interdisciplinary and collaborative learning and scholarship opportunities to students and involve faculty from three or more departments or the College and schools within the University and, where appropriate, from other institutions.
- Establish sufficient academic and scholarly depth and breadth for each Center so that it will bring national recognition to the University and draw students and visiting scholars from across the nation and abroad. Significantly increase adult education programs
- **Return of indirect costs to colleges/departments/centers:** The percentage of indirect costs returned to academic units varies greatly at different universities in the country. Ultimately, this indirect cost return is meant to improve the research performance of the university. To achieve this, the distribution of indirect cost return to the various academic units should reflect the expenditures which they are responsible for. Some indirect cost return to the PI is a great incentive.
- **Startup funds:** Present practice for start up funds? Sharing between the department, College, VPR, and Provost. Other possibilities? Hiring of senior faculty, with a promise of returning all indirect costs generated in the first three years as a startup package is a very effective way of enhancing research – it provides an incentive for a fast start to the research program
- **Reporting lines and assessment of centers:** There needs to be a uniform University-wide policy for the creation, assessment and continuation of centers and other organized research units. Indirect cost return policies to various centers should also be uniform.

- **Promote interdisciplinary research:** The first step is to increase faculty awareness of ongoing research in many departments. (i) Faculty reception with lecture; (ii) faculty dinners (charge meals) with lecture, once a semester; (iii) provost meetings with perhaps two different departments at one time (overview of the department, what is exciting in that discipline, future plans) ; (iv) presentations from Deans at council meetings.
- **Raise research profile:** Consider ways to raise the research profile. Encourage and expand research collaborations with other universities and institutions near Pace – huge opportunity. Advertise extramural grants and research accomplishments – newsletters, web sites, posters in departments, etc.
- **Grant facilitators:** Especially for multidisciplinary grants, a facilitator can pull all the pieces together, leaving the faculty to contribute mainly the academic ingredients. Pace must not miss out on any opportunities for applying for large multidisciplinary grants.
- **Identify Signature Centers and Foci of Excellence:** Conducting world-class research and creative activity is a key ingredient of academic excellence. Must build on existing strengths and faculty interests. Look for interdisciplinary ideas, which can attract new funding and become self-sustaining in about three years. Need faculty-generated centers which are well-focused, make use of campus location, and not commonly found at other universities. Faculty committee to identify signature centers which make academic sense and provide support, with revision in three years. Examples: Aspects of K-12 math-science and technology (STEM) education; arts management; legal issues in cyber space, health informatics; energy, water, natural resources and alternative technologies, environmental issues, etc.

Goal 2: Build a Culture of Community

Improve the co-curricular experience for all students

- Develop innovative plans for a more exciting and engaging student life that reflect the different strengths and opportunities presented by the New York City and Pleasantville campuses.
- Expand the use of small group experiences, such as University 101, throughout the undergraduate years to provide students with a more extensive small-group experience in their undergraduate years.
- Encourage widespread student involvement in diverse co-curricular activities and promote increased intellectual and social interaction among students and faculty.
 - Use social networking media and other communications technologies to promote communities of students, faculty, staff, and alumni.
 - Enhance structured student-faculty engagement 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 both social and academic 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.

- Identify means to reduce the cost and other obstacles to students on one campus taking courses offered on a different campus.
- 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.
- Develop a comprehensive plan to raise the level of student satisfaction and seek to continuously improve Pace’s scores on the National Survey of Student Engagement and in student satisfaction surveys.
- Make certain that the University considers the needs and concerns of both traditional, college-age students and adult/continuing learners as it strengthens the sense of community for students.

Enrich the faculty’s sense of community

- Create structures that regularly bring together faculty from the New York City and Pleasantville campuses for social occasions, participation in academic governance, and discussions about Pace and external concerns.
- Establish additional faculty forums for academic discussion, such as lecture series, brown bag lunches, blogs, electronic bulletin boards and the like.
- Foster and support collaborative research and scholarship among faculty, particularly across the College and schools and across different disciplines.

Enhance the professional development of staff

- Establish a comprehensive approach to professional staff development to build a culture of clear communication, strong accountability, interdepartmental cooperation and exceptional service.
- Provide training opportunities for staff, including a leadership development program; develop employee feedback mechanisms; and broaden employee recognition programs.

Engage Pace alumni in diverse, meaningful, and enduring relationships with the University

- Establish a comprehensive alumni relations program that offers diverse interactions between Pace and its alumni, including a menu of opportunities for engagement. The program should go well beyond fundraising, emphasizing the benefit of broader engagement to both the individual alumna/alumnus and the University.
- 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 increase in giving that Pace has experienced as a result of the Centennial Campaign.

- Establish an alumni-student interaction program to create mentorship, career advising, and employment opportunities.

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.

Address quality of life issues

- **Campus culture and student housing:** Consider the case for more student housing – will greatly improve retention and the quality of the educational experience. Better campus feel and culture will help attract more and better talented students. Additional campus jobs will help.
- **Public art on campus:** While not an urgent issue, keeping one’s eyes open for opportunities to improve the beauty of the campuses via public art projects is desirable. Art adds vibrancy to any university and makes it more culturally appealing. Using students or alumni for this purpose would be wonderful.

Goal 3: Create Vibrant, Distinctive and Collegial Campus Identities

Establish Pleasantville as an outstanding suburban residential campus with a distinctive identity

- Establish a vision for the Pleasantville campus that will increase the critical mass of students in residence, enhance its ability to compete for students with peer institutions, and guide the allocation of resources, courses, and faculty during the period of this Strategic Plan.
- Adopt a new master site plan for the Pleasantville campus that will take advantage of its wonderful setting and support the vision for the campus.
- Each year add dynamic, technology-enabled classrooms, inviting co-curricular spaces, and improved facilities for the interaction of students and staff.
- Pursuant to the vision and master plan, seek regulatory permission and funding to build new residence halls on the Pleasantville campus so that no students will be required to live in residence halls on the Briarcliff campus.
- Work with the village 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 frequent nearby.
- **A sound academic, enrollment and marketing plan for the Pleasantville campus, and its possible closer alliance and collaboration with the Law School.**

Establish Pace’s downtown NYC campus as a distinctive urban campus deeply connected to its urban environment

- Adopt a new master site plan for the New York City campus that will move toward signature facilities for the Dyson College of Arts and Sciences and the Lubin School of Business.
- Each year add dynamic, technology-enabled classrooms, inviting co-curricular spaces, and improved facilities for the interaction of students and staff.
- Determine whether additional floors in One Pace Plaza presently dedicated to student residential space should instead become offices and classrooms.
- Develop a plan to create a “campus-district” in the neighborhood surrounding One Pace Plaza using current Pace buildings and enhanced signage and banners, and attract retail establishments of interest to Pace students.
- Provide living space for all residential students within walking distance of One Pace Plaza.

Optimize the use of academic facilities

- Determine the optimal distribution of academic programs, co-curricular activities, and administrative functions across all of Pace’s campuses.
- Examine the classroom and facility utilization of all of Pace’s campuses, and consider how best to maximize use throughout the day, evening, and weekend.
- Consider whether and how the Martine Avenue campus can be best utilized.

Provide facilities that are attractive, secure, and green

- 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 4: Build a Strong Financial Foundation and an Efficient Infrastructure

Increase enrollment selectively and strategically.

[Opportunities based on additional teaching need to have a transparent revenue sharing model as an incentive].

- Continue modest growth in undergraduate and graduate enrollment to ensure increasing net revenue to fund Pace's strategic initiatives and do so in a manner that is consistent with the University's academic goal of becoming more selective as enrollment strengthens.
- Continue to improve Pace's ability to meet its enrollment targets by focusing recruitment efforts on those students most desired by Pace who are also likely to enroll and graduate.
- Develop a more vigorous recruitment effort for students outside of the Tri-State area.
- **Master's degree students:** Increasing the number of tuition paying master's students should be considered. Additional Masters degrees [like MAT, training in STEM areas, or Professional Masters degrees] should be considered. Should certainly cater to school teachers who wish to complete a degree for career advancement.
- **Between semesters offerings:** Some universities are using the month-long winter break between semesters to provide short courses.

Vigorously develop other revenue streams

- Expand net revenue from adult education by at least \$5 million before the end of 2015.
- Develop specific targets for the rental of University facilities to outside groups.
- Double giving to the Annual Fund (compared to Fiscal Year 2009).
- Complete the present comprehensive campaign, continue vigorous fundraising for specific strategic objectives, and undertake initial planning for the next campaign, which should have a higher financial target.
- **Create special opportunities for fundraising:** Fundraising is enhanced by a well-developed academic plan. Donors like to know what impact their gift will have. Signature centers, Study Abroad, undergraduate research, naming buildings or schools are examples of special opportunities which are appealing to donors. A full ride scholarship to students from selected area high schools could be appealing to a corporation. Survey current status of endowed professorships and set one endowed chair for each department as a development goal.
- **Fundraising campaign:** Formulate a suitably condensed version of the academic plan to form the basis of a capital fundraising campaign. Should plan to start the quiet phase within the next 1 to 2 years. Essential for the future well-being of Pace, and should be a top priority.
- Alumni (fee) named memberships

Strengthen the University's financial foundation

- 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 increasingly 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 investments.

- Before the end of the third year of the Strategic Plan, achieve a credit rating of at least Baa3 from Moody's and BBB from Standard and Poor's.
- Establish a rolling, three-year financial plan that strengthens Pace's capacity to build a strong financial base, and develop a new responsibility-centered 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. Redesign and improve business processes.
- Develop the staff skills and management culture required to make all University business processes – from human resources to student records, class scheduling to student registration, collections to disbursements – efficient, reliable and user-friendly.
- Reward and promote staff members who effectively implement the service ethic and who integrate the objectives of this Strategic Plan in their work.
- Continuously improve all of the University's processes and systems to enhance in myriad ways the campus experience of faculty, staff, students, and visitors.
- Require each administrative unit to develop a five-year strategic plan as well as an annual action/implementation plan that identifies priorities and key initiatives for that fiscal year. The administrative plans will be guided by the objectives of this Plan and will be major building blocks of the University's annual implementation plan.
- Leverage Pace's current technology and use new technologies to streamline administrative processes and improve service to students, faculty, and staff as well as to increase the frequency, interactivity and reach of Pace's communication with students, faculty, staff, alumni, donors, and friends.

Increase efficiency of current resource usage

- **Responsibility Centered Management:** The RCM financial model usually results in better use of money, and gives incentives to Deans and academic units for improving teaching and research activities. Likewise, incentives based on marginal improvements from new revenue streams are important for success.
- **Information technology and telephone systems:** These two areas can often provide savings. Explore the Voice over Internet Protocol possibility. Are faculty/staff getting adequate service for computer needs? Wireless stations should be in all main buildings and departments. What is the status of technology equipped classrooms, upgrading science laboratory equipment periodically, providing faculty with up-to-date computer facilities (periodic computer refreshment)?
- **Examine low enrollment courses:** These courses can be dropped or offered less frequently, often without affecting time to graduation. Block scheduling and classroom usage may be reviewed for improvement considerations.
- **Remodeling costs:** The cost of any rehab work done by the facilities department is often exorbitant. If this is a problem, Pace should seriously consider the possibility of using outside vendors for relatively small jobs. This practice is followed at some other universities. It will not only reduce costs but also alleviate some of the workload for the university facilities people.
- **Re-examine day to day operations:** "Routine" management and compliance issues must be streamlined and handled efficiently, so as to leave time for

innovation. Can paperwork/computer transactions in billing, human resources, etc. be reduced? Can some academic programs be re-structured or consolidated on academic or economic grounds? AIP (Accelerated Improvement Process) can be helpful – basically flow charts with a time line.

Goal 5: Enhance Pace's Visibility

Increase Pace's outreach, regard, and recognition

- Prepare and implement a strategic communications plan that includes a distinctive, focused set of messages to clarify and project Pace's brand and successes and guide all outreach, communications, and marketing efforts. Messages should strongly and consistently convey Pace's mission, vision, and strategic goals inside the institution as well as to external audiences so that they become integral components of the University identity, personality, and culture. Engage faculty, staff, and students to convey these messages.
- 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.
- 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 evolving communications technologies 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 strengthen the University's external relations

- Expand 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.
- **US News and World Report ranking:** A higher Pace ranking in the US News and World Report will certainly help with both student and faculty recruitment. Study methodology and focus on areas where improvements are possible and have maximal impact. Increasing the graduation rate will have a marked effect on reputation. Campaign targeted at Presidents/Provosts is helpful.

- **Marketing:** Banners on buildings increase navigability, and help build campus pride. School advisory board members can help with marketing. Facebook, Twitter, LinkedIn are becoming the best tools for recruiting students. Print media are no longer as effective in recruiting students or in marketing programs as they once were. Consider substantial savings by reducing or stopping printed course and school catalogues. Tools like *Delivra* can track effectiveness of email. *Google Analytics* can track effectiveness of marketing using the Web.
- **Invite legislators/public to campus:** Suggest various ways of getting the legislators and the general public to come to campus and understand the academic enterprise. Lecture series, open houses, contests, are all helpful. The Cutting Edge lecture series and the Poetry Contest which have been run for many years in both Buffalo and Chicago are examples of useful educational outreach which also serves as a recruitment tool for talented students. General knowledge, art or music contests or other ideas should also be considered.
- **Tabulate and showcase ongoing civic engagement activities:** A good compilation would be desirable, as a starting point for new initiatives. Data base could also be useful for students seeking community engagement or for retirees to make voluntary contributions. Enhance civic activities, partnerships, and patient and client services.
- **Communicate the value of research to the public:** Tabulate ongoing translational research and encourage further related activities – federal funding climate favors such activity, and it is appreciated by the general public. Also, examine the status of patents, incubators and the general technology transfer process.

Goal 6: Strengthen and Reinforce the Culture of Accountability

Establish and 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.
- Each academic and administrative unit will develop, track, and report key measures of success as guided by this Strategic Plan. Administrative costs will focus on quality and efficiency of service, wherever practicable, as compared to relevant benchmarks.
- Use regular surveys to evaluate the quality of services for students, faculty, staff, and alumni, making the results 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.

Annually measure progress in achieving Pace's strategic goals and objectives

- Publish an annual summary of the status of progress in implementing this 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.
- **Dashboard:** Often a quick way of showing time trends of key campus indicators. A "points of pride" page is also useful.
- **Data base and trends:** As a start point for strategic planning and setting goals, one needs a data base. Peer institutions, Delaware study, enrollments, endowment, annual fund, # current and potential donors, breakdown by school.