

STATE OF THE UNIVERSITY ADDRESS

PRESIDENT MARVIN KRISLOV

Monday, February 9, 2026

Good afternoon. Before we begin, I want to take a moment to honor someone who meant a great deal to the Pace University community.

Professor Barbara Farrell, a beloved member of the Lubin School of Business, passed away last week.

Barbara taught at Pace for more than four decades, shaping generations of students with her expertise in accounting, her commitment to professional excellence, and her deep care for learners of all backgrounds.

She was a leader and a mentor to traditional and nontraditional students alike, and a dedicated member of the University community—contributing to everything from curriculum design and scholarship development to University governance.

She served for many years on the Finance Committee and was honored with a Lifetime Achievement Award in recognition of her extraordinary service.

On the Pleasantville Campus, she was affectionately known as the “Mama Bear,” a testament to the warmth, loyalty, and strength she shared so freely with colleagues and students. Barbara was also a proud Pace alumna, and her legacy will live on in the many lives she touched and the opportunities she created.

I ask you now to join me in a moment of silence for her memory.

Introduction

Thank you all for being here today; it’s great to see you. Thank you for your service to our University each and every day.

I want to acknowledge the news I shared late last week: that I will not seek a third term as president and will conclude my service in that role at Pace University in June 2027.

I did not make this decision lightly. Being part of the Pace Community—and helping to lead this institution through a time of historic challenge and transformation—has been one of the greatest honors of my life. It has been an incredible privilege to serve as your president.

But this is not a farewell speech. Not today. I remain fully committed to this University and to the important work ahead. We have much to accomplish together, and I intend to finish strong.

Now, with that out of the way...

Thank you, Jaden, for that warm introduction and for all the ways you lead across the Pace Community. From the basketball court to the SGA Senate, you exemplify what it means to be purpose-driven and community-minded.

And thank you, Provost Carr-Chellman, for your thoughtful remarks. Your partnership and leadership have brought new perspective to our academic enterprise, and for that I am grateful.

To everyone watching—students, faculty, staff, alumni, trustees, Pace supporters, and family (including Jaden’s parents—hello there!)—whether you are joining us in person, on your home campus, or tuning in from around the globe: thank you. Your pride and engagement are the best examples of what it means to be a Pace Setter.

We’re gathered at an important time for Pace University—not just because we’re marking our 120th year, but because we’re actively shaping what the next 120 years will look like.

It’s a year of milestones across our schools: 50 years of our law school; 10 years since it was named the Elisabeth Haub School of Law; 60 years of the Lienhard School of Nursing; and 40 years of the MS in Publishing program.

120 Years of *Opportunitas*

Pace began, as many of you know, in a single room in Lower Manhattan—a school of accountancy launched by Homer and Charles Pace. Their idea was practical, bold, and ahead of its time: that education should serve the ambitious, the working, the striving. That students should be empowered to turn education into action, and action into a better future.

That belief—the spirit behind our motto, *Opportunitas*—hasn’t wavered in more than a century. It lives on in every student who arrives with a big goal and a full calendar; in the faculty and staff who show up every day for their students; and in the story of every alum that begins with a challenge and ends with a breakthrough.

Over the decades, we’ve grown across disciplines, campuses, and generations. We’ve added depth to what we offer and dimension to whom we serve. But our purpose remains constant: to prepare students—undergraduate and graduate alike—with the knowledge, real-world experience, and habits of mind to realize their full potential.

Opportunitas is our promise. And our mission is how we fulfill it—through education that is rigorous, practical, and rooted in preparing tomorrow’s leaders and changemakers. So yes, this is a year of celebration. But it’s also a time of transformation. And it’s a reminder of the responsibility we share—to honor this legacy not by standing still, but by moving forward with courage and care.

Transformation with Purpose

With my decision not to seek a third term as president, I want to discuss what that means for our important transformation ahead.

Let me say it clearly: it continues—focused, ambitious, and committed to the goals we’ve set. I remain all in on making the most of this opportunity.

There are well-known headwinds challenging higher education—shifting demographics, skepticism about cost and value, and new technologies transforming how people live, learn, and work.

Navigating these obstacles requires tough decisions and bold strategic choices and investments. The transformation planning process took place over many months, and many of you helped shape it. I thank the faculty councils, the staff council, department chairs, and transformation leaders for helping identify areas where we can improve and grow.

As a result, we’re projecting 2.7% annual full-time enrollment growth through FY30, reaching about 13,000 students. Combined with improvements in enrollment, retention, and program strength, we expect a 3.7% increase in net tuition revenue and a 3% gain in contribution margin.

This is about becoming sharper in who we are. It’s about using our mission as a North Star to stay competitive.

The Academic Master Plan is a blueprint for a stronger, more distinctive Pace. It prioritizes where we invest our energy and resources to best serve students, faculty, staff, and the communities around us. By reducing complexity and clarifying what sets us apart, we’re positioning Pace for sustainable growth.

We’re fine-tuning our academic offerings to align with our mission, student demand, workforce needs, and financial sustainability. About 10 percent of current students are in programs that are merging or phasing out, many due to persistent under-enrollment. We are working directly with every affected student to ensure a clear, supported path to graduation.

We're also reimagining how we serve future learners in our region, as the School of Education will merge with Dyson College. This alignment meets evolving needs with streamlined, innovative programs rooted in Dyson's liberal arts foundation.

Under the new plan, our academic offerings will be streamlined and more forward-looking. Every program we offer will be expected to meet three essential criteria: be academically outstanding, aligned with student and workforce needs, and financially sustainable. To facilitate this vision, Pace will be anchored in four areas of excellence.

First, health and behavioral health. With nationally recognized programs in nursing, clinical psychology, and mental health counseling, we are poised to lead in training the professionals who will meet society's most urgent health needs.

Second, civic leadership, law, and public service. From the Elisabeth Haub School of Law's top-ranked environmental law program to Dyson's public administration and criminal justice degrees, we are preparing students to make their mark in an ever-changing world.

Third, innovative technology and business. We're leveraging strengths in cybersecurity, artificial intelligence, data science, accounting, and finance—fields where demand is growing and where Pace has a strong track record.

Fourth, the humanities and performing arts. We remain committed to the liberal arts through programs like Communications and Media Studies, and to the creative disciplines that shape culture, inspire innovation, and develop well-rounded, forward-thinking graduates. Our Sands College of Performing Arts, and our soon-to-open, revamped One Pace Plaza East, give us a national platform to build from.

Together, these areas form the core of a university that is interdisciplinary, applied, and aligned with where the world is going.

This transformation is about becoming a stronger university—one that delivers real value and measurable results.

Sharpening What Sets Pace Apart

Pace has always offered a fusion of professional education and liberal arts and sciences learning—an education that prepares graduates to think, to lead, to do, and to adapt in the greatest city and region in the world. That's our edge. That's what sets us apart. And over the next year and beyond, we'll continue sharpening it.

The transformation puts us on the path to becoming what we know we can be: the next New York Dream school. A university that blends academic excellence with opportunity. That offers a real and meaningful return on investment. That prepares students to launch careers,

lead lives of purpose, and make the world better.

This is made possible by a faculty, staff, and community who care deeply, support one another, and are truly connected to our students' success.

Winning in Westchester

Across the country, multicampus universities are recognizing a fundamental truth: for a campus to succeed, it must have a clear purpose and value proposition.

As part of our transformation work, our Pleasantville Campus is being positioned as a destination for applied and professional education, anchored by athletics, with strengths in business, technology, health, and wellness. It will be a place where students pursue high-demand programs, gain real-world experience, and thrive in a vibrant, purpose-driven community.

Together with Haub Law, Pleasantville will form a distinctive regional anchor for Pace—one that deepens our partnerships, strengthens our pipeline programs, and makes us even more competitive.

We're already seeing the results.

Academic Advising in Pleasantville secured more than \$3 million in new state grant funding to support students in the health professions.

We also received exciting news from New York State Senate Majority Leader Andrea Stewart-Cousins, a proud double Pace alumna, who has allocated more than \$2 million to Pace University to support capital improvements and expansion of the Center of Excellence in Healthcare Simulation.

Faculty, staff, and students are leading community-engaged research that's driving regional conversations on topics including Westchester's Latino population, nonprofit financial health, and compensation across the county's nonprofit sector.

We're working to ensure that Pleasantville is seen not just as a campus, but as a launchpad—a uniquely regionally based hub with strong connections to the workforce and economic development. And we're investing accordingly.

Transparency

Throughout this transformation, we know there is a desire internally for more information and dialogue.

That's why we're launching an additional series of Double Click hybrid events this spring—

hour-long deep dives designed to promote transparency as we move from planning to action. One session will explore the transformation plan in detail, with academic deans sharing how programs are aligning with our four areas of excellence. Another will focus on Westchester, featuring county officials and partners discussing our growing presence through career-aligned programs. A third will highlight the next phase of our brand evolution, led by Marketing and University Relations.

Each will include updates on teach-outs, academic pivots, and the support systems we're building for students, faculty, and staff.

We also recognize that this has been a period of change in other areas as well. From updates to sick leave and vacation policies, to changes in 403(b) contributions, to the temporary pause on merit increases—these are not small matters.

In some cases, these decisions were shaped by financial pressures; in others, they reflect an effort to improve clarity and fairness across our policies. All of them affect our faculty and staff, and we do not take that lightly.

Recent Wins

Even as we navigate change, it's important to recognize where we're gaining ground. Together, we're continuing to build momentum—advancing our mission, strengthening our reputation, and delivering real results.

We are proud to once again earn the Carnegie Classification for Community Engagement, a prestigious national recognition of our sustained commitment to public service, civic partnership, and community-based learning. Even more notably, Pace is one of just 32 institutions nationwide—and only five private universities, and only five total in the Northeast—to hold all three Carnegie distinctions at once: a community engagement classification, a research classification, and recognition as an Opportunity College providing access and strong future student earnings.

Together, these designations affirm who we are: a university that opens doors, advances knowledge, and delivers meaningful outcomes for students and communities.

Over the past year, we launched major externally funded curricular initiatives supported by the Mellon Foundation for new environmental justice work, the Teagle Foundation for the launch of our NYC Civic Fellowship program, and a New York State initiative providing full scholarships for students in nursing, mental health counseling, and other high-demand programs.

We know that when students are choosing a university, facilities and services matter. They want to see where they'll learn, live, and belong. That's why we're investing in spaces and

programs that reflect the quality of the Pace experience.

The new One Pace Plaza East marks a bold new chapter for our New York City Campus. Set to reopen this fall, the revitalized, energy-efficient building will be a hub for learning, performance, and community, with state-of-the-art classrooms, new collaboration areas, and expanded spaces for meetings and student groups. At its heart is a reimaged Performing Arts Center and Schimmel Theater.

Our commitment to wellness is just as strong. We were named to the *Princeton Review's* Mental Health Services Honor Roll—one of just 30 schools nationwide—and received a grant from the Stavros Niarchos Foundation to expand prevention, outreach, and education. More than 250 students, faculty, and staff completed Mental Health First Aid training, and 175 completed specialized SOS Prevention Training to help recognize and respond to signs of distress.

We quadrupled funding for Wellbeing Grants and expanded support for first-generation and LGBTQIA+ students, alongside new initiatives like Weekend Wellness, which brings programming and off-campus opportunities directly to our students.

Our mission has always been about outcomes, and the results speak for themselves. For the Class of 2024, 95 percent of graduates were employed or continuing their education six months after graduation, including 93 percent of bachelor's recipients and 96 percent of master's graduates.

Pace bachelor's graduates report an average starting salary of more than \$75,000, significantly higher than the national average.

To support early success, Career Services launched Resume Write Now, a new program that helps first-year students build a professional resume in minutes, ensuring they're ready to apply for jobs and internships from day one. We're also growing our Community Impact Funded Internship Program, which supports students in paid summer roles with local nonprofits.

Our Information Technology Services team continues to innovate. Last spring, ITS hosted our inaugural Actionable AI Conference, convening students, faculty, and tech leaders for real-world conversation.

Meanwhile, our AI-powered chatbot, Tbone, handled more than 16,000 questions in 2025 from across the Pace Community, demonstrating how technology can enhance access and support.

Pace Athletics continues to thrive. Softball won the NE10 Championship and reached the NCAA Division II Championship for the first time in school history, while baseball and men's

and women's lacrosse earned postseason bids. We reintroduced men's soccer, welcomed 586 student-athletes—64 more than expected—and saw an average GPA of 3.47 last fall. The upgraded field at Northwell Stadium has added to the energy and excellence of our athletic programs.

At the same time, our Middle States Self-Study is moving forward with strong momentum. Working groups are making steady progress, with draft chapters scheduled for completion in April. This spring, we'll share updates with faculty, staff, and management councils and hold a campus-wide town hall to gather feedback. The full draft report will be distributed widely at the start of the fall semester as we move toward finalization.

Safety remains a top priority at Pace. Our security and operations teams continue modernizing systems, strengthening emergency planning, and creating a more connected campus, including the upcoming launch of Mobile Credentials in fall 2026, which will allow students, faculty, and staff to access buildings and services with their smartphones. Meanwhile, our HR team is improving onboarding, training, and systems to better support our entire community. Our programmatic grant funding and support for research projects continue to make possible so many of the efforts undertaken by our faculty and staff. Over the past year, Pace secured \$9.2 million in new public funding from city and state sources, including major allocations for One Pace Plaza East, the Center for Excellence in Healthcare Simulation, and student facilities on both the Pleasantville Campus and the New York City Campus. We also received 57 new research awards totaling nearly \$7 million, supporting faculty innovation and advancing scholarly work across the University.

In fiscal year 2025, Pace raised more than \$20.4 million—our highest total ever without a single transformative gift. That includes \$3.4 million in unrestricted support, the most in our history. We are on track to meet or exceed these goals in fiscal year 2026. These results reflect the trust our donors place in this institution and the shared belief in the future we are building together.

School Highlights

The heart of any university is its academic schools. Across every college at Pace, our students, faculty, and staff continue to push boundaries, drive change, and deliver on the promise of real-life learning.

Improving student success remains one of our top strategic priorities. This year, we have taken meaningful steps to strengthen both support systems and leadership across the University.

A new advising model is underway, paired with updates to the OnTrack platform and the launch of a first-year seminar pilot.

Academic interventions are being guided by new tools, including a segmentation model for at-risk students, a redesigned exit survey, and a forthcoming retention dashboard. As a result, our first-year retention rate for first-time, full-time students rose to 78.2 percent this fall, up from 75.5 percent last year.

We have welcomed experienced, mission-aligned leaders to key roles. Ajay Khorana joined as dean of the Lubin School of Business, and Brian Goldstein, PhD, began as dean of the College of Health Professions. Each brings a strong track record of innovation, academic distinction, and student-focused leadership.

Together, this reflects a clear priority: strengthening the people and structures that help our students succeed.

Elisabeth Haub School of Law

At the Elisabeth Haub School of Law, students and faculty continue to lead at the intersection of advocacy and justice. This fall, a delegation of Haub Law students, faculty, and alumni saw 10 student-led policy motions adopted at the IUCN World Conservation Congress in Abu Dhabi—global recognition for two years of coalition-driven environmental law work.

The school also celebrated the opening of the Kenneth Chamberlain Sr. Social Justice Reading Room, launched the inaugural Profit & Purpose competition, and continued its strong showing in national trial advocacy. Faculty scholarship and media engagement continue to shape national legal conversations, from immigration and ethics to climate law and civil rights.

Dyson College and the School of Education

At Dyson College of Arts and Sciences and the School of Education, students and faculty are leading with excellence. Dyson's Federal Reserve Challenge team claimed its sixth national title, besting Harvard, Princeton, and the University of Pennsylvania, and its criminal justice and psychology programs continue to earn national rankings.

At the School of Education, we earned national reaccreditation, launched new alternative certification pathways with the New York City Department of Education and regional partners, and continued to lead vital conversations through events like the Teachers of Color Empowerment Network Conference.

Lubin School of Business

The Lubin School of Business continues to lead in preparing students for success in a dynamic global economy. Lubin is integrating artificial intelligence across its curriculum, supported by faculty-led Collaboration Circles that foster peer learning on emerging tools.

Students are gaining real-world experience through the Center for Student Enterprise, which operates six student-run businesses on the Pleasantville Campus and will launch a new venture, Pace Cleans, this spring.

The Center for Sustainable Business continues to connect students, faculty, and industry leaders through coursework and projects focused on environmental responsibility. These efforts are being recognized nationally: Lubin ranks among LinkedIn’s Top MBA Programs for 2025, placing it in the top five for job placement outcomes.

College of Health Professions

The College of Health Professions continues to earn national recognition and deliver programs that strengthen the region’s healthcare workforce. With more than \$7 million secured through New York State initiatives, CHP expanded access through scholarships and launched the Pathways to Practice Initiative to prepare the next generation of health professionals in the Hudson Valley.

Our nursing programs were ranked among the best in the country by *U.S. News & World Report*, and we were named one of the top accelerated nursing programs in New York by Nurse.org.

The Center for Excellence in Healthcare Simulation received national accreditation from the Association of Standardized Patient Educators, and Pace was one of just 18 universities to earn that distinction. Our Physician Assistant–NYC program was honored with the President’s Commendation Award by the New York State Society of Physician Associates.

Seidenberg School of Computer Science and Information Systems

The Seidenberg School of Computer Science and Information Systems is expanding its leadership in artificial intelligence and emerging technologies.

In fall 2026, Seidenberg will launch three new degrees—two master’s and one undergraduate—making Pace the first institution in Westchester County to offer a dedicated AI major.

The school hosted International Design Factory Week and the UnBoxed2025 conference, bringing global leaders to campus to explore innovation in AI, design, and education. Twelve Seidenberg students, among a record total of 34 Pace students, were selected for the United Nations Millennium Fellowship—the largest Pace cohort to date.

In Pleasantville, the newly established Gale Epstein Center for Technology, Policy, and the Environment, made possible by a generous gift from New York City philanthropist and business leader Gale Epstein, is expanding lab and research opportunities within the

Seidenberg School. The Center focuses on developing real-time sensing, information, and warning systems to protect communities from environmental harm, while also advocating for public policy reforms that ensure access to critical environmental data.

Sands College of Performing Arts

The Sands College of Performing Arts is advancing bold new work and national recognition. This year, we launched our artist-in-residence program with Deaf West Theatre, a Tony-honored company known for pioneering bilingual productions in ASL and English.

Commercial Dance students recently collaborated with choreographer Ellenore Scott and New York City Center on *High Spirits*, and Tony Award winner LaChanze toured our new, state-of-the-art theaters at One Pace Plaza East, home to the country's only accessible lighting grid. Interest in Sands is soaring. Three hundred fifty-seven students braved a snowstorm to audition two weekends ago, with a 97 percent turnout.

Pforzheimer Honors College

Finally, at Pforzheimer Honors College, excellence is matched by momentum.

The program achieved a 92 percent first-year retention rate, tied for its highest in more than two decades, even as the student population has grown significantly.

The Pleasantville cohort saw its second-largest incoming class ever, doubling in size over the last five years.

Taken together, this is just the beginning of what our schools and colleges will accomplish. Transformation is hard work, and there is no question that this is a time of change. But the Pace Community continues to do what it does best: lead with talent, show up with heart, and turn opportunity into positive, real-world change.

Closing

As I look ahead to the next 16 months, I want to end with deep gratitude.

Serving as president of Pace University has been one of the greatest honors of my life. A decade is a long time in this role—longer than most—and that longevity reflects not just my commitment to this place, but the extraordinary people who make it what it is.

I have had the privilege to work, teach, learn, and celebrate with you, even through challenges none of us could have predicted: a global pandemic, budget pressures, a changing federal landscape, transformational change, and the occasional nor'easter.

But this work—our work—is bigger than any one person. It depends on every single one of us. Because what we do here is not just a job; it's a calling. We change lives. We change communities. And we do it together.

Just look at a student like Suraj Sharma '25, '26. An economics student in the Dyson College of Arts and Sciences, Suraj brings sharp instincts and intellectual curiosity to his work. As captain of our Federal Reserve Challenge team—a team filled with exceptional talent and mentorship—he helped lead them to another national championship.

Suraj has expressed his desire to give back to the institution that has given so much to him. That approach defines Pace. We set high standards, build the structures that support them, and expect sustained effort over time. When that happens year after year, it becomes more than a result or a ranking. We create a culture that feels like a family—one that prepares students to lead, to compete, and to carry that standard with them long after they leave this University. In turn, our students become alumni who support the next generation. That is what we do. And that is why we have been here for 120 years.

That is why this moment matters. We are doing the hard, necessary work to ensure Pace thrives in the years ahead—refining our academic strengths, investing in student outcomes, and building a university that delivers both excellence and opportunity. In a changing landscape, the institutions that will lead the next upswing are the ones laying the groundwork now.

That is us.

So I ask you: recommit to this family. Stay involved. Help us recruit. Mentor a student. Teach a seminar. Welcome a family. These small, consistent actions are how we continue to build momentum.

Thank you for making Pace a true community of excellence. Thank you for believing in our students, in each other, and in the mission we share. I have loved being part of this work with you, and I look forward to what we will accomplish together in the months ahead.

Now—let's keep going with purpose and commitment. Together, this family, this institution, will continue to pursue our mission for another 120 years.