

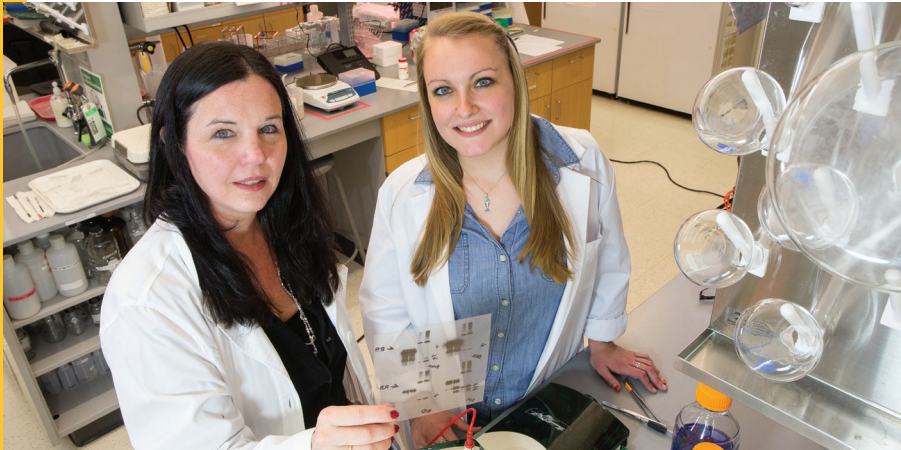


OPPORTUNITAS:

Embracing the Future

**Pace University Strategic Plan
2015–2020**





**“PACE EDUCATES THE ASPIRING HEART
OF AMERICA, AND OUR STUDENTS GO ON TO
DO GREAT THINGS. OUR ABILITY TO ENABLE
THEM TO IMAGINE NEW FUTURES AND
ADVANCE THEIR LIVES IS AT THE CORE OF
OUR UNIVERSITY MOTTO OF *OPPORTUNITAS*.”**

President Stephen J. Friedman

Mission

Our mission is *Opportunitas*. Pace University provides to its undergraduates a powerful combination of knowledge in the professions, real-world experience, and a rigorous liberal arts curriculum, giving them the skills and habits of mind to realize their full potential. We impart to our graduate students a deep knowledge of their discipline and connection to its community. This unique approach has been firmly rooted since our founding and is essential to preparing our graduates to be innovative thinkers who will make positive contributions to the world of the future.

Vision

We educate those who aspire to excellence and leadership in their professions, their lives, and their communities. Through teaching, scholarship, and creative pursuits, our faculty foster a vibrant environment of knowledge creation and application. Faculty engage students in shared discovery and are committed to guiding students in their education, providing them with a strong foundation for leading meaningful and productive lives.

We embrace a culture of quality improvement and shared values to ensure an informed, responsive, caring, and effective community empowered to build and sustain a great University. Together, faculty, administrators, and staff pursue innovation in academic programs and administrative services. We operate with integrity, following through on our commitments to students and each other, holding ourselves accountable for our decisions and actions. We embody an ethos of respect for, and celebration of, our diversity, creating an inclusive and welcoming environment where every person is encouraged to freely and respectfully contribute to the life of the University.

Overview

The 2015–2020 Strategic Plan builds on our progress of the last five years and focuses Pace on continuing to be an evolving, agile institution that educates undergraduate, graduate, adult, and non-traditional students through on-campus and online programs.

Our educational philosophy seeks to balance theory with practice, conceptual learning with real-world experiences, and a knowledge of the external world and all its richness with a deep knowledge of self. From its inception, Pace University has taken a clear-eyed and practical view on how best to prepare its students for a changing world where they can be self-supporting, contributing, achieving, and respected participants in the broader culture and in their professions. The University embodies an entrepreneurial spirit that has charted its direction in the past and continues to infuse the curricula, the opportunities presented to students, faculty, and staff for self-actualization, and the educational areas it showcases. Faculty, staff, and students are engaged in actively addressing emerging and continuing challenges in the University, our communities, the nation, and the world.

Building on Our Success

We will build upon progress made over the past five years under the 2010–2015 Strategic Plan. We have advanced in a number of areas, including:

ACCOMPLISHMENTS:

- Growth in enrollment and in the number and quality of our applicants.
- New and innovative academic programs.
- Increased opportunities for students to engage in real-world learning.
- Campus transformations in Westchester and New York City.
- Expanded online offerings, including fully-online degree programs.
- Increased reputation and visibility.
- Active engagement of our community of more than 135,000 alumni worldwide.
- Implementation of technology to streamline processes and improve service.



WESTCHESTER



NEW YORK CITY

The 2015–2020 Strategic Plan

1 Student Experience

2 Student and Alumni
Outcomes

3 Institutional Vitality

4 Community of
Excellence

College is a time of transition and transformation. Our students are finding their way in the world, and embarking on a period of discovery and growth. Our ability to effectively meet them where they are and enable them to imagine their futures and advance their lives is a hallmark of *Opportunitas*. Similarly, this plan was developed at a time of institutional transition and transformation for Pace. Over the next five years, we will see profound changes in student demographics, and in our campuses and leadership against a backdrop of dynamic change in the higher education landscape.

This plan must both sustain Pace’s mission through these transitions and allow us the flexibility to adapt to new leadership in an evolving environment. **The 2015–2020 Strategic Plan, *Opportunitas: Embracing the Future*, prioritizes improvements in our core operations while leveraging the opportunities made possible by the major investments of the past five years.** Our new facilities will allow the University to operate in a student-focused learning and research environment that combines the traditional classroom with an increased focus on experiential learning. We will create growth by focusing intensively on improving the student experience and increasing the real value of a Pace degree. We will nurture the development of new programs on both campuses, building on the strengths of our faculty and providing them the resources and flexibility to succeed.

By 2020, the University will have made significant strides in completing several major initiatives currently underway and will have developed innovative approaches to ensuring the success of our students and alumni, while improving the University’s reputation and stature. We will emerge a stronger institution with a unique and essential mission well suited to meeting the needs of students today and in the future.

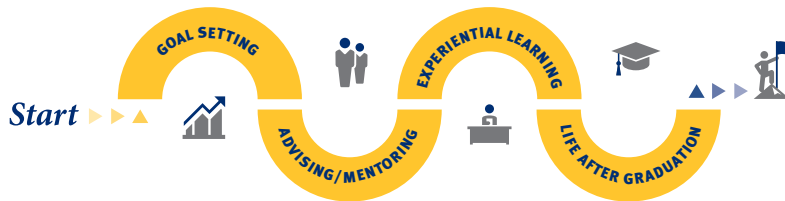
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An Engaging and Transformational Student Experience



Meaningful engagements within Pace and with outside communities empower our students to achieve their unique academic, professional, and personal goals. Our **vibrant student experience** integrates a wide range of student interests and perspectives, offering a place for every student to fully participate in the life of the University.

OPPORTUNITAS: Embracing the Future



STRATEGIC PRIORITIES

- **Build the Pace Path, a custom, experience-based program of activities designed by faculty and staff to develop students to be highly effective** in their pursuits through the integration of in-classroom and out-of-classroom learning.
- **Nurture student-driven initiatives** that empower students to become “entrepreneurs of their own experience,” leveraging campus resources to pursue, shape, and contribute to their growth and capacity for leadership.
- Increase the opportunities for **full-time faculty to engage with students in and out of the classroom.**
- Ensure that **graduate and adult students participate in a rich community of scholars,** and have robust opportunities to extend their knowledge and professional networks.
- Maintain Pace’s **leadership position in community outreach and civic engagement,** ensuring that our students participate in the larger life of their communities.
- **Draw from the deep well of alumni expertise across disciplines to enhance the learning experience,** ensuring that our students receive the benefit of insight and knowledge beyond the academy.
- Deliver **high-quality online learning experiences.** Make effective **use of technology to reduce the geographic barriers** across Pace campuses and increase student engagement in every learning mode.
- Create cultural awareness and intercultural understanding, integrating a global perspective and world view into every student’s experience. **Students will develop global citizenship and the ability to work in diverse environments leading diverse teams.**
- Welcome all students into a **safe and inclusive community that values all identities and celebrates diversity.** Identify and serve the changing and dynamic needs of all students. Together with students, create a **culture of caring and accountability.**
- Further develop our role as **a leader in providing a safe and secure campus** by involving diverse campus teams and student input to foster shared responsibility. Ensure University efforts address contemporary campus safety needs.
- Continue to provide **superior access and quality in our student mental and physical health services.**

2

Persistent Emphasis on Student and Alumni Outcomes



We are committed **to helping students attain their degrees and achieve their post-graduation goals.** Our high-quality, rigorous academic programs are complemented by advising and student support services that enable Pace graduates and alumni to achieve their academic, professional, and personal goals.

OPPORTUNITAS: Embracing the Future



STRATEGIC PRIORITIES

- Engage faculty and staff in working together with students to address today's important issues and **provide students with critical problem-solving skills.**
- **Continuously improve our comprehensive Career Services** program to ensure it meets the needs of all students and is responsive to the needs of local, national, and international employers and graduate schools.
- Implement a periodic review process to **ensure that academic programs meet the evolving needs of their discipline.** The process will include an evaluation of program curriculum, discipline-specific innovations, current teaching and learning methodologies, and student and alumni outcomes.
- Develop a process to incorporate technical fluency and information literacy into the disciplines, **ensuring that every student has significant exposure to discipline-specific technology and is prepared to effectively use that technology upon graduation.**
- **Maintain and increase the academic rigor** of all programs to ensure that the Pace degree has currency in the world and is positioning students for success in every discipline. **Create new interdisciplinary and multidisciplinary programs** designed to meet contemporary challenges. These programs will integrate learning across academic and non-academic departments, schools, and campuses.
- Build student support structures to **ensure continual academic progress.** Remove non-academic barriers to academic progression and help our students overcome challenges. We will **improve the quality, consistency, and availability of advising** across the University.
- **Use data** to evaluate and improve student success programs and policies.
- Continue to **develop innovative graduate programs** which will meet the demand for deep knowledge and experience in a range of disciplines.
- **Expand adult and continuing professional offerings** with unique programs targeted to the skills most in demand by employers and students.
- **Measure and track alumni outcomes at regular intervals** post-graduation to create deeper connections to the University and to serve the needs of alumni throughout their professional lives.
- Recognizing the important role of parents and families in students' successes, **increase parent and family involvement** in the students' University experiences.

3

A Vital Institution



Institutional vitality encompasses our business processes, our environment, and our reputation. Our built environment is undergoing substantial evolution and we will continue to assess our physical and virtual environments to meet the evolving needs of our students. Sustainable and agile financial and enrollment models are essential to enabling us to realize our goals. **Pace University can no longer be a “hidden gem;”** we must grow our reputation nationally and internationally by leveraging strengths that resonate with key audiences. We value a campus culture that promotes environmental stewardship and will continue to strengthen operational effectiveness and preserve and protect our environmental sustainability.

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STRATEGIC PRIORITIES

- In the development of physical space, **seek flexible, adaptable designs that meet the current and future needs of our students, academic programs, and staff.** Create spaces that facilitate cross-discipline and cross-functional collaboration, and extend the learning environment beyond the classroom.
- **Meet the academic, student life, and enrollment goals of the Pleasantville Project.** Evaluate and prioritize future phases of the Pleasantville Master Plan based on the outcomes of Phase 1A.
- **Complete and start to implement the New York City Master Plan** that reflects the aspirational character of our student body and that will serve students, faculty, and staff in an evolving educational landscape.
- **Leverage the technology infrastructure to improve efficiency, usability, and effectiveness** in academic and administrative processes. Continue to **seek flexible technology solutions** that optimize our existing infrastructure and take advantage of emerging technology opportunities. Build an academic technology infrastructure that meets users' needs and provides avenues for experimentation and innovation.
- **Ensure financial sustainability and flexibility** by diversifying revenue streams to reduce reliance on tuition, housing, and fees by increasing fundraising and research funding, and developing non-credit and special programs that meet the demand for unique learning opportunities.
- **Implement an ongoing evaluation** of the financial health of each school/college and each campus within the context of Pace's mission. Define actionable results of such evaluations.
- **Carry out the planned comprehensive fundraising campaign,** the third and most ambitious in Pace's history, bringing a new generation of donors to the University.
- Continue to **implement a sustainable enrollment plan** that is responsive to market conditions and enables Pace to meet its revenue goals while adhering to its mission of *Opportunitas*.
- **Increase Pace's visibility and reputation** by continuously and effectively telling the Pace story of *Opportunitas*. Grow our reputation and the reputation of our faculty and their work throughout academia. Strengthen ties to employers and increase connectivity and engagement in communities where we have deep roots.

4

A Community Dedicated to Excellence



At the heart of the **University's greatness is its people.** We will excel at attracting, nurturing, training, and rewarding faculty, staff, and administrators who are dedicated to **creating knowledge and meaningful experiences for our students.** We will strengthen the Pace Community through leadership and development. We embrace a culture of quality improvement and shared values to ensure an informed, responsive, caring, inclusive, and effective community. We will model the values we instill in our students.

OPPORTUNITAS: Embracing the Future



STRATEGIC PRIORITIES

- **Motivate and empower faculty, administrators, and staff** to be connected to Pace's core mission and ensure that their contributions to the University are relevant and valued.
- **Recruit and retain faculty committed to excellence in teaching and research.** Develop a recruiting and retention program to better align the diversity of our full-time faculty with the available pool of applicants and our student population.
- **Build effective faculty development programs** to enhance the quality of teaching. **Enhance the grant and research infrastructure** to support faculty and students in innovative applied research.
- Create a **consistent, structured approach to welcome part-time faculty** deeper into the life of the University.
- **Encourage innovation and creativity** among administrators and staff with a system of productive feedback, rewards, and incentives emphasizing high performance and continuous improvement.
- **Increase transparency** in departmental and leadership evaluations and rewards to promote accountability, ownership, and teamwork. Continue to develop programs to encourage career growth within the institution.
- Embody an ethos of inclusivity and equity among faculty, administration, and staff. **Create an environment that celebrates the diverse views, experiences, and identities** each person brings to the Pace Community. Strengthen our sense of shared values and commitment to each other and our students.
- Create a **shared culture of innovation** that drives continual process improvement across non-academic departments.
- Continually assess and improve the quality of service across all administrative departments. **Develop and implement professional service standards.**



Measuring Progress

To ensure that we are making progress towards our goals, we will select specific, targeted metrics for each strategic priority. We will measure and report on our progress annually. These annual assessments will guide our priorities and planning for the following year.

The Next Steps

Implementing the strategic priorities will require the input and energy of the entire Pace Community. Implementation teams will be formed and be tasked with managing the implementation process, establishing timelines and milestones, identifying and quantifying resources, and reporting on progress. We will not proceed equally on all areas, but will seek to leverage our resources in response to market conditions and for maximum impact.

2015–2020 Strategic Planning Committee

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