



STUDENT SUCCESS | INNOVATION | SOCIAL GOOD

Strategic Plan

2018–2023



**DRAFT FOR
COMMITTEE
REVIEW**

MARIST





The Marist College Strategic Plan 2018–2023
has three main goals:



Ensuring Student Success

The Marist educational experience will focus on developing the knowledge, character, and skills required to succeed and to adapt through a lifetime of change.



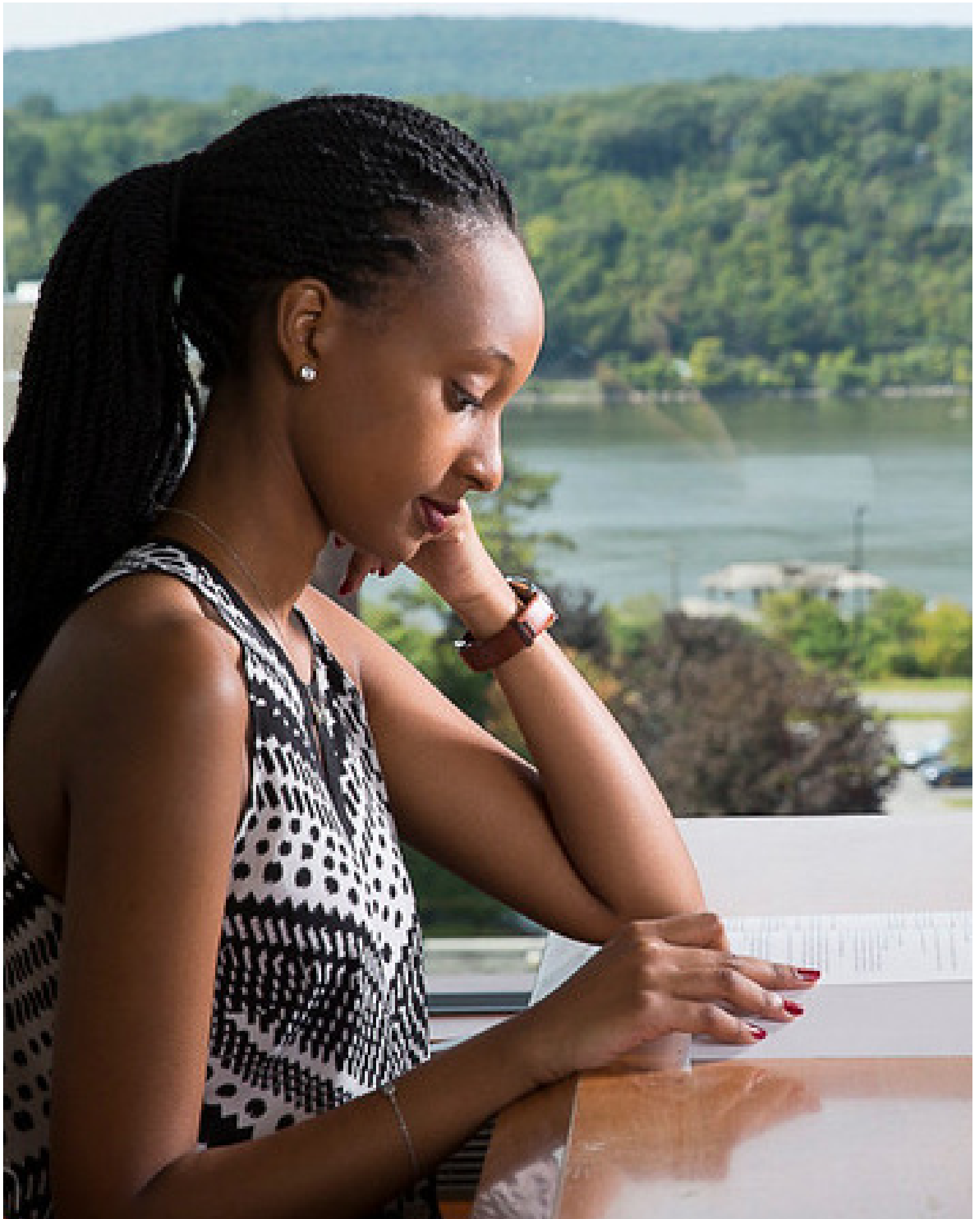
Promoting Innovation

We must reimagine the role of higher education in local, regional, and global contexts.



Advancing The Social Good

Marist will contribute to the common good by promoting justice, advancing knowledge, protecting the environment, and encouraging our students to serve their communities throughout their lives.





ENSURING

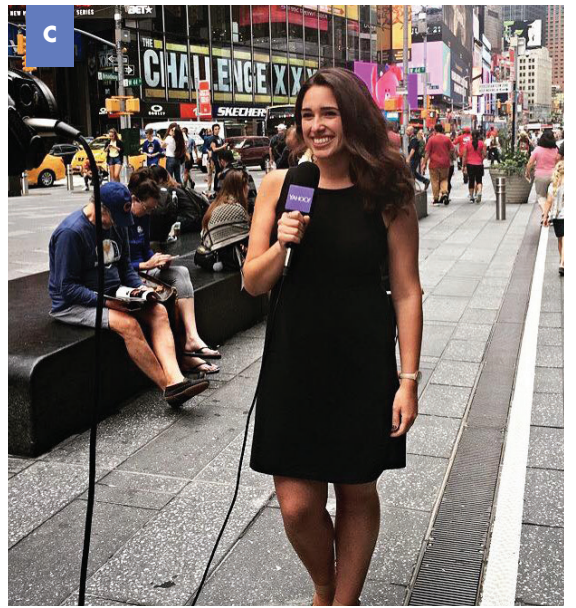
Student Success

The Marist educational experience will focus on developing the knowledge, character, and skills required to succeed and to adapt through a lifetime of change.

Our defining goal is to assist each student in maximizing their own potential. Marist prepares all students to achieve their distinct personal and professional goals. We do not measure success only by grades or salary in a first job. Instead, to us success means exploring ideas broadly, developing essential skills and competencies, learning to balance risk and reward, and preparing to lead lives of real meaning.

In order to ensure student success, we will individualize the Marist educational

experience to meet the wide-ranging interests and circumstances of our students with the aim of developing their intellect, character, and skills in ways responsive to 21st-century realities. This goal requires us to identify the common knowledge, abilities, and values that all students need to succeed in a rapidly changing world. More specifically, students need an educational experience that is broad, rigorous, and modern; co-curricular activities that extend learning beyond the classroom or lab; and support services that enable all students to reach their potential.





Ensuring Student Success

Some of the initiatives that we will undertake:

Identify and widely communicate essential competencies that should define all Marist graduates, including:

- Critical thinking
- Written and verbal expression
- Ethical inquiry and reflection
- Technological proficiency
- Multiculturalism and cultural competency
- Entrepreneurialism
- Leadership
- Collaborative work

Enhance the Marist experience around these competencies

- Incorporate these competencies in curriculum, pedagogy, and co-curricular activities
- Develop more sophisticated assessment tools to measure progress
- Implement creative strategies for intervention, support, and mentorship

Advance the creation of knowledge

- Increase size of the full-time faculty
- Promote additional research opportunities for faculty and students
- Foster greater collaboration on intellectual and creative enterprises across the campus community
- Invest in the recruitment and retention of thought leaders for academic programming
- Identify additional professional development opportunities for all faculty, staff, and students

Focus on classroom-to-career progression

- Create an individualized plan for every student
- Increase the number and quality of internships, clinical placements, and community-based learning experiences
- Develop world-class career services, with resources both college-wide and in each school
- Better engage and leverage alumni, parents, and friends to provide internships, mentoring, and job opportunities to our students
- Offer lifetime learning programs for alumni

Opposite Page: **A** Sharon Kwak '16 receives her diploma during Marist Commencement Exercises. **B** Author Cornel West delivers a speech as part of a fall academic lecture series. **C** Communications major, Brook DiPalma '18, on site at her internship. **D** Bob Holman, poet and filmmaker, participates in a writing salon in Marist's Steel Plant Studios. **E** More than half of Marist students study abroad as part of their undergraduate degree.





PROMOTING

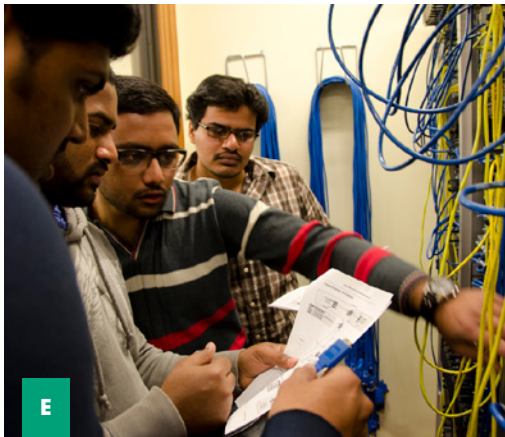
Innovation

We must reimagine the role of higher education
in local, regional, and global contexts.

Marist College's vibrant culture of innovation and institutional agility has been instrumental in our success. Today, the need to innovate is greater than ever. We must use human and technological innovation to make Marist a leader in the continuing evolution of higher education.

Collaboration and experimentation will continue to be among our most distinctive characteristics and prepare us well to meet the

challenges inherent in an age of educational, economic, and social disruption. Whether in our scenic location along the Hudson River, in cutting-edge digital venues, or in branch and affiliated campuses around the world, the College will serve as vital lab space for active investigation and evaluation on the part of students, faculty, staff, and other stakeholders. All members of the community will engage in developing new and distinctive approaches to learning and the exchange of ideas.





Promoting Innovation

Some of the initiatives that we will undertake:

Innovate across the academic enterprise

- Develop a college-wide Center for Innovation to facilitate experimentation, problem-solving, and collaboration
- Encourage faculty to experiment with inventive pedagogical approaches and technologies
- Anticipate and participate in the growing importance of analytics, machine learning, and cognitive computing in existing and new programs
- Offer additional graduate degrees, undergraduate concentrations, and professional certificates in areas of increasing demand and student interest
- Launch new integrated program models to combine undergraduate and graduate degrees
- Create new degree pathways that expand the range of potential students
- Foster interdisciplinarity in undergraduate and graduate programs
- Enhance signature programming in the Raymond A. Rich Institute for Leadership Development

Innovate in student support efforts and college operations

- Provide premier facilities designed to foster student success
- Use technology and analytics to better identify at-risk students and provide methods of intervention
- Explore, innovate, and adopt state-of-the-art operational procedures
- Expand training and support for procedural innovation across all operational areas
- Enhance reputation and sources of revenue through partnerships with industry
- Find additional ways to reach adult learners
- Utilize technology to expand student services and co-curricular programming for all populations

Opposite Page: **A** Marist students manage the Greystone Fund in the Hancock Investment Center, which is equipped with twelve Bloomberg terminals. **B** Kathleen Lill, Director of Marist's Physician Assistant Studies Program, instructs first-year students in the Simulation Lab. **C** Lee Miringoff, Director of the Marist Institute for Public Opinion, on site at NBC studios. **D** Students gain multimedia experience working for the Center for Sports Communication in the Lowell Thomas Production Studio. **E** Graduate students from Marist's School of Computer Science & Mathematics configure switches and routers in the Networking Lab.





ADVANCING The Social Good

Marist will contribute to the common good by promoting justice, advancing knowledge, protecting the environment, and encouraging our students to serve their communities throughout their lives.

Higher education has a unique role in the improvement of society. We advance knowledge, engage our community, and prepare the next generation to engage responsibly with the challenges of the world. Students will find at Marist a tradition, a curriculum, a campus, and a community that will prepare them to engage vigorously with their global community.

Imprinted into its institutional DNA by the Marist Brothers, the College's historic

commitment to ethical action fosters community engagement with rigorous planning, innovative implementation, and constant evaluation. By creating an open, diverse, and inclusive campus environment, promoting the development and dissemination of knowledge, and becoming directly involved with our communities, we can help make the world more just, peaceful, and prosperous. Marist will expand our impact on our local, regional, national, and international communities.





Advancing the Social Good

Some of the initiatives that we will undertake:

Ensure a diverse and inclusive community

- Recruit, retain, and graduate more students of color and students from low and moderate socio-economic backgrounds
- Expand need-based financial aid
- Increase funding for international study and other experiential learning programs in order to facilitate access to these opportunities
- Provide support services needed by a more diverse student body
- Increase diversity in faculty and staff
- Enhance training and educational programs about the value and importance of diversity and inclusion

Enhance Marist's role as a leading institution for ethical understanding and action

- Support initiatives focusing on interdisciplinary approaches to ethical questions
- Connect ethical inquiry to key issues in the Hudson River Valley and beyond
- Foster a sense of community that embraces respectful dialogue and independence of thought

Implement a rigorous program of sustainable practices

- Improve and enhance commitment to environmentally conscious practices across College operations
- Integrate sustainability more thoroughly into the Marist College curriculum, community, and identity
- Capitalize on Marist's location in the heart of the Hudson River Valley as a lab space for research and creative activity

Use our intellectual and human capital to help solve societal problems

- Increase volunteer activities in Poughkeepsie and the Hudson River Valley
- Strengthen corporate, educational, and non-profit partnerships specific to the social good
- Interact more widely with members of the external community on issues of social responsibility
- Engage more broadly across all areas of the College community in important social issues through the Center for Civic Engagement and Leadership, Campus Ministry, and other groups

Opposite Page: **A** Members of the Marist community participate in the New York City Pride March. **B** All members of Marist's 23 Division 1 teams actively participate in volunteerism. **C** Environmental Science major, Brooke Peterson '19, works in the Community Garden, an honors project. **D** Students participate in Mon Afrique, a student-organized celebration of Africa and its many varied cultures. **E** Marist runners participate in the 2016 green Walkway Over the Hudson Marathon, hosted at the College.



Metrics of Success

Marist recognizes that strategic planning is a process that articulates high-level operating principles designed to give guidance to the overall functioning of the institution. The specific articulation of metrics is not the purpose of such planning, we think it important to establish benchmarks to guide us in the implementation of our strategic plan for 2018–2023. These measures are guidelines and subject to change given the level of disruption in the higher education market. Areas for tracking metrics of success may include:

Enrollment

- New student
- Undergraduate
- Graduate
- Adult
- Total
- Pell-eligible
- Diverse

Retention and Graduation Rates

- 4 year
- 6 year
- Graduate, by program
- Adult, by program
- Transfer
- Retention

Placement

- Employment outcomes
- Graduate school placement
- Fellowships
- Internships
- Clinical placements
- Community-based learning

Programs

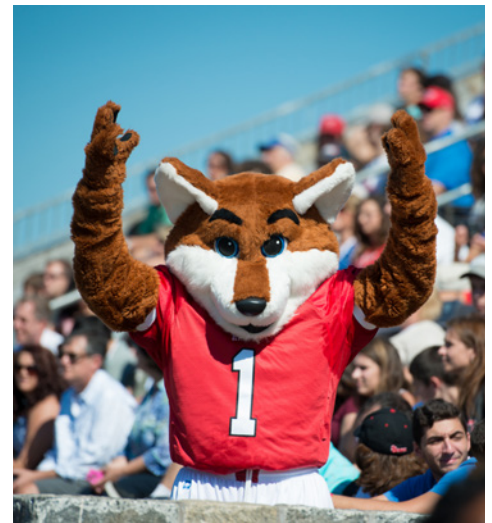
- 3-year
- 5-year combined
- Masters
- Doctoral
- Adult
- Certificate
- Accreditations

Financials

- Composite Financial Index trend
- Net operating income
- Increase in and return on net assets
- Operating margin
- Unrestricted and restricted gifts
- Capital campaign
- Capital (facilities) improvements
- Alumni support and placement

Personnel

- Employee diversity
- Employee retention
- Employee compensation
- Academic grants
- Participation in conferences
- Publications and creative work
- Professional development





Concluding Observations

Marist will promote student success by providing an increasingly distinctive academic experience; reimagining the role of higher education through innovation and experimentation; and contributing to the advancement of society on a regional, national, and global level. Achieving the vision outlined in this plan will enhance the strength and reputation of Marist College by improving the quality of the educational experience we deliver to all Marist students.



To succeed with this ambitious plan, we will need to continue to strengthen our financial position. We will accomplish this through innovation; continued program development; partnerships with other enterprises; and grants, philanthropy, and other means of funding. We will utilize best practices for operational procedures to ensure that while we pursue this plan, we will preserve the agility and flexibility necessary to respond to issues in a changeable higher education environment.



Our strategic planning process does not end with the adoption of the plan document. We will develop a framework for implementation and a process for the assessment of all initiatives across the College. During this five-year cycle, we will refine our assessment on an annual basis to develop and implement strategies appropriate to improve operations across all divisions as well as at the institutional level. Marist College has long been a dynamic, committed, and engaged institution of higher education. This plan will continue that tradition, and propel the College forward through the next five years.





Marist College Strategic Planning Steering Committee

Co-Chairs

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Executive Vice President

Moira Fitzgibbons
Professor of English / Director,
Core/LS Program / Assistant Dean,
School of Liberal Arts

Members

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Associate Professor of Public Administration

Kristin Bayer
Assistant Professor of History and Chair
of the Academic Affairs Committee

Chris Bowser
Part-time Faculty Member, School of Science

Susan Cohen
Vice President, Corporate Technical Strategy,
IBM Corporation / Member
of the Marist College Board of Trustees

Kelsey Donohue '13
Former Press Aide, Office of the First Lady
at The White House / Alumni Representative

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President and CEO of EfcO Products, Inc. /
Member of the Marist College Board
of Trustees

Neil Fitzgerald
Interim Dean, School of Science

Melissa Gaeke
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& Leadership Development;
Professional Lecturer in Political Science

Alyssa Gates
Director, Student-Athlete Enhancement

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Assistant Professor of Finance/Director
of the Investment Center

Brandon Heard '17
President of the Student Body 2016 – 17

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Associate Professor, Psychology /
Co-director, Cognitive Science Program

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President of the Student Body 2017 – 18

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Amy Woods '97
Executive Director, Alumni Relations

Elisa Woolridge
Associate Professor of Chemistry



Mission Statement

Marist is dedicated to helping students develop the intellect, character, and skills required for enlightened, ethical, and productive lives in the global community of the 21st century.