



STUDENT SUCCESS | INNOVATION | SOCIAL GOOD

Strategic Plan

2018–2023



MARIST



A Letter from President David Yellen

I am pleased to introduce Marist College's new Strategic Plan. The plan, which will guide our decision making for the next five years, was developed during a year-long process that was broad-based and inclusive. It is intended to build upon Marist's many successes, while taking us into a new chapter. The principles established by our Marist Brother founders: excellence in education, a sense of community, and a commitment to service, remain central to our identity. In addition, however, we must embrace innovation and institutional agility so that we can continue to thrive in a higher education environment marked by rapid and profound change.

To that end, in October of 2016 I appointed a Strategic Planning Committee made up of students, full- and part-time faculty, staff, alumni, and members of our Board of Trustees. I asked to have an open and transparent process through which we would develop a shared vision for Marist's future. The Committee held more than 30 in-person and electronic briefings to update the campus community and solicit input on their review of the external environment, their assessment of the College's performance during the period covered by the 2011–2016 Strategic Plan, and their drafting of goals and initiatives for the coming five years.

The resulting plan presents a direction that is ambitious but achievable, a logical extension of the College's historic strengths that will nevertheless require us to stretch as an institution. The plan focuses on three essential goals: **Ensuring Student Success, Promoting Innovation, and Advancing the Social Good**. These goals and supporting initiatives will assist us in setting operational priorities and will form the basis of the College's annual planning and assessment process. The leaders of each school and department will develop plans and measure progress according to these priorities. Continuous monitoring of our performance measures, along with an ongoing review of the external environment, will allow the College the flexibility to remain responsive to changing external conditions that may not have been anticipated at the time of the plan's drafting.

The development of this plan would not have been possible without the active involvement of the entire campus community. I would especially like to thank Dr. Geoffrey Brackett and Dr. Moira Fitzgibbons for so ably co-chairing the Strategic Planning Committee, and all of the members for the gift of their time and their insights. Without further ado, I invite you to read Marist's *Strategic Plan 2018–2023: Student Success, Innovation, and the Social Good*.

A handwritten signature in black ink that reads "David". The signature is written in a cursive, slightly stylized font.

David Yellen,
Marist College President



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.



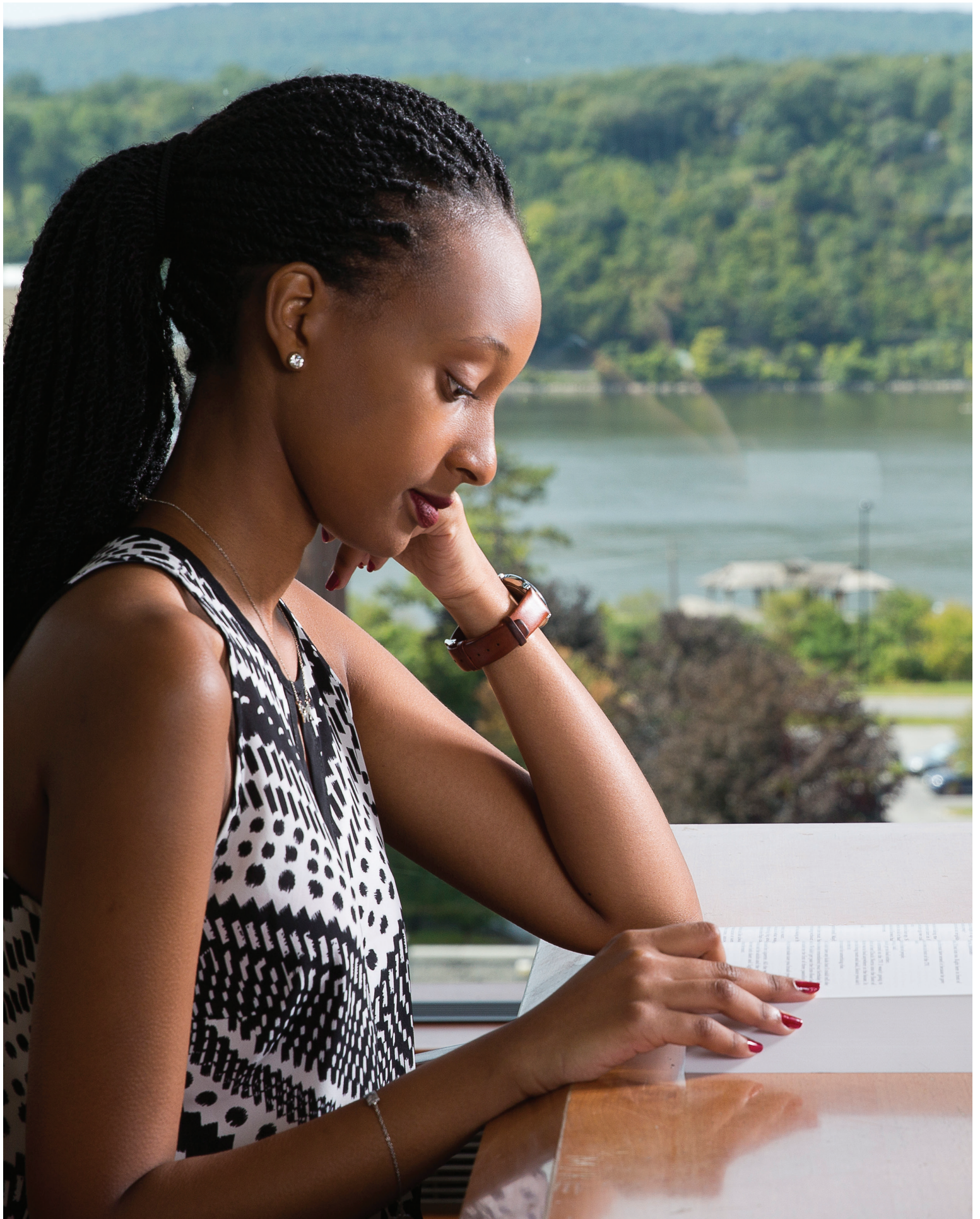
Promoting Innovation

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

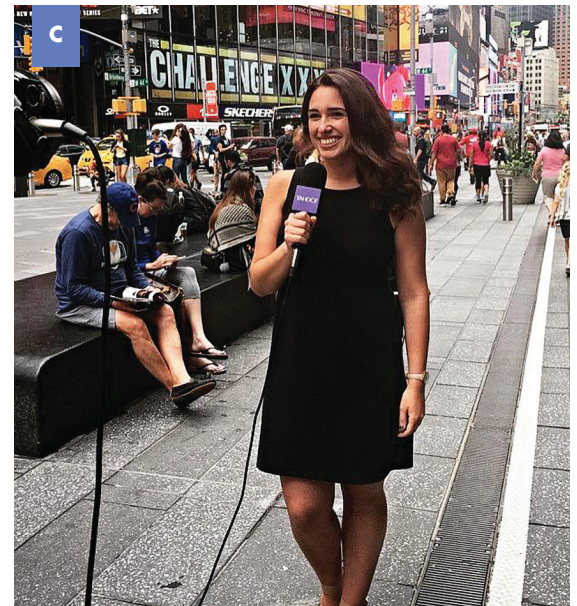
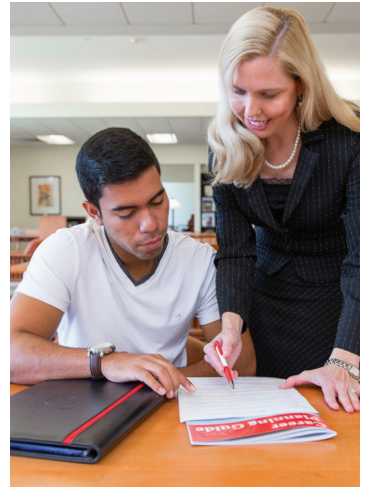
Student Success

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.





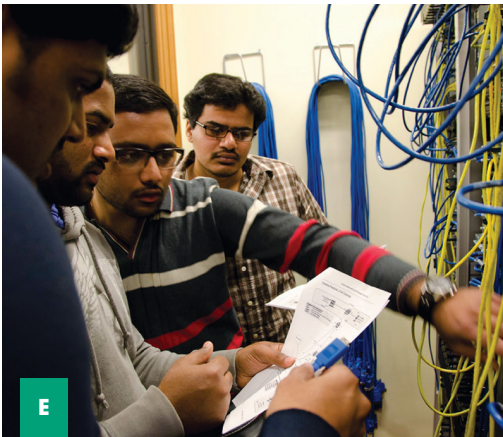
PROMOTING Innovation

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 procedures/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

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

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

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. While we think it is important to establish benchmarks to guide us in the implementation of our strategic plan for 2018 – 2023, the specific articulation of metrics is not the purpose of such planning. 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

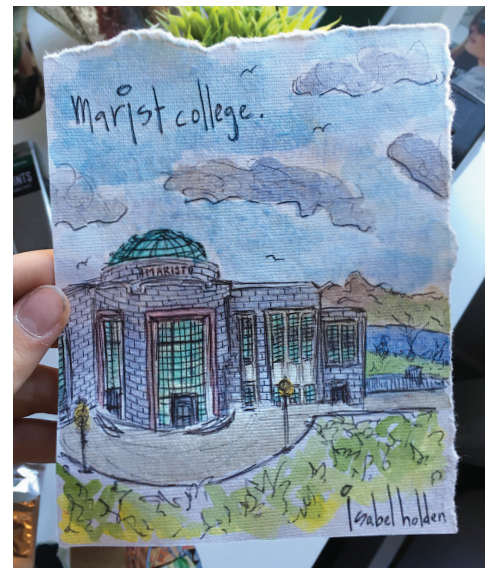
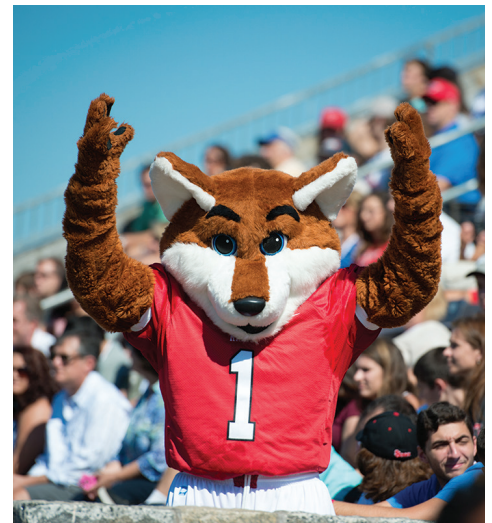
- 3-year
- 5-year combined
- Masters
- Doctoral
- Adult
- Certificate
- Accreditations

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

Geoffrey Brackett
Executive Vice President

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

Members

John (Jay) Bainbridge
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

Steve Efron
President and CEO of Efco Products, Inc. /
Member of the Marist College Board
of Trustees

Neil Fitzgerald
Interim Dean, School of Science

Melissa Gaeke
Director, Center for Civic Engagement
& Leadership Development;
Professional Lecturer in Political Science

Alyssa Gates
Director, Student-Athlete Enhancement

Brian Haughey
Assistant Professor of Finance/Director
of the Investment Center

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

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

Sean Kaylor '90
Vice President for Enrollment,
Marketing, and Communication

Carolyn (Lyn) Lepre
Dean, School of Communication and the Arts

Matthew Marotti '19
President of the Student Body 2017 – 18

Carolyn Matheus '02/'02M
Associate Professor of Information Systems

Roger Norton
Dean, School of Computer Science
and Mathematics

John Pecchia
CFO/Vice President Business Affairs

Jerome Pickett '98
SVP & Chief Security Officer,
National Basketball Association /
Member of the Marist College Board
of Trustees / Alumni Representative

Elizabeth (Beth) Quinn '95/'95M
Associate Professor of Psychology
and Chair of the Faculty Affairs Committee

Deborah Raikes-Colbert
Former Associate Vice President
of Human Resources

Margaret (Peggy) Roush '90
Director, Enterprise Solutions,
Office of Information Technology

Luis (Lou) Santiago '98
Former Director of Undergraduate Admission

Karen Schrier
Associate Professor, Media Arts;
Director, Games and Emerging Media

Robin Torres '95M
Assistant Dean of Student
Engagement & Leadership

Sharone Wellington-DeAnda '04
Project Coordinator and Academic Advisor,
School of Professional Programs

Thom Wermuth '84
Vice President of Academic Affairs

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.