

Strategic Plan 2012-2015

Executive Summary



from **Ann Kirschner**,
Dean of Macaulay Honors College

I envision a Macaulay Honors College that is recognized as the nation's pre-eminent honors college. Born in 2001 at a critical moment in history, Macaulay is a new college for a new century. Public higher education is vital to our nation's well-being, and we are proud to serve our students and their families.

We seek the best students from New York and around the world. We will provide them with unparalleled opportunities to learn and develop their talents both inside and outside the classroom. Our alumni are extremely well prepared, highly curious, and ready to make a positive impact on the world.

This strategic plan is structured around a set of four pillars central to Macaulay's long-term success: achievement, community, sustainability, and recognition.

Our Vision

Macaulay Honors College inspires and prepares students to solve the challenges facing New York City, our nation, and the global community.

Our Mission

Macaulay Honors College offers exceptional students the transformative opportunities to develop their potential beyond what they ever imagine.

About Macaulay Honors College

Macaulay Honors College at The City University of New York offers exceptional students the advantages of a small liberal arts college and a comprehensive research university. Selected for their excellent academic merit and leadership potential, Macaulay students receive a full-tuition scholarship, enhanced curriculum and advisement, technology tools and training, and support from the Macaulay Opportunities Fund to fund global learning, service, and research.

Macaulay students choose one of eight CUNY senior colleges—Baruch, Brooklyn, City, Hunter, John Jay, Lehman, Queens and Staten Island—and develop customized courses of study supported by our extraordinary advising system. Macaulay students engage in interdisciplinary, collaborative learning, and amplify their classroom experiences through study abroad, internships, and research projects with CUNY faculty. The four City Seminars at the heart of the Macaulay curriculum actively encourage our students to experience New York City as both classroom and laboratory.

All Macaulay students render service to their communities, and many go beyond these requirements to forge lasting relationships. Our students learn to draw meaningful connections between their scholarship, their professional aspirations, and the communities in which we live.

The Four Pillars: Strategic Imperatives

The initiatives we undertake in the next three years are vital to establish a strong foundation for our future. As we move into Macaulay's second decade, we focus on achievement, community, sustainability and recognition.



Photo credit: right: Solita Alexander



Achievement

Macaulay graduates must be flexible and adaptable thinkers with established, demonstrable skills that directly answer current and future demands in the job market. To meet the aspirations of our digitally savvy students, we pursue creative innovations in learning, teaching, research, and technology. To maintain the highest academic standards, we assess and refresh the curriculum to meet new and evolving needs.

Top Priority:

Strengthen our emphasis on STEM (Science, Technology, Engineering and Mathematics) learning, research, and advising

Community

Macaulay students study at eight different campuses across the city. While the Macaulay building provides a lively gathering place for our community, we seek to strengthen and further define the Macaulay identity for our student body. This will be accomplished through offering more of the intensive peer-to-peer and faculty interactions that enrich and deepen the academic experience and foster the kinds of enduring relationships our students can rely on for guidance, advice, and networking both before and after graduation.

Top Priority:

Create a living-learning community



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champion reformulate
commitment importance
vital reinvent improve
compassion hopeful ready
science compete rigor
passion steadfast competent
purpose complete relate
comprehend forge fortitude
fresh witty strive comrade
path prerogative attend
master renown conviction
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create prestige critical
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design obtain resolute
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direction reach distinction
community drive transform
gain morale effort resolve
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understand fruition future
gain reformulate yearning
seek gather generate literate
improvement return increase
produce profess indefatigable
prepare revere prosperity
self-assurance indefatigable
rise revolutionary
indispensable informed power

Sustainability

It is imperative to diversify our sources of support by expanding our development efforts and by pursuing private funding for College initiatives. In addition, our sustainability as an institution depends on efficient and effective administration, and close collaboration with our eight campus partners.

Top Priority:

Expand funding sources for the Opportunities Fund

Recognition

Though the first decade of Macaulay's history has been a great success, the general public and higher education professionals remain relatively unaware of the College, its mission, and its place within the CUNY system. Building our reputation will bring us closer to achieving recognition equal to our success, and will further the recruitment, retention, professional development, and advancement efforts of the College, its campuses, and the University as a whole.

Top Priority:

Raise our national profile

The Four Pillars: Points of Action 2012-2015

A detailed series of actionable steps has been developed for each of the four pillars of achievement, community, sustainability, and recognition. Summarized here, these initiatives address the most critical elements of our overall strategy, and describe the scope and depth of the work ahead.



Photo credit: above, center: Lindsey Freer;
above, right: Solita Alexander

Achievement

We will be recognized as an institution that pushes the boundaries of innovation in teaching, learning, and research; that pursues academic excellence; and that encourages and supports inquiry, critical thinking, and scholarship in our students and faculty.

- Promote and support STEM learning by requiring a multidisciplinary science course and by offering new academic honors concentrations in junior and senior years.
- Ensure Macaulay's academics remain relevant, challenging, and forward-looking. Create new curricular initiatives and expanded faculty resources with a focus on the sciences, research, and global initiatives.
- Give students adventurous and multifaceted learning opportunities through multidisciplinary courses that integrate academics, travel, and service.
- Strengthen our individual advising model by leveraging campus resources, hiring a new advisor for STEM and health professions, and providing alumni mentoring as postgraduate preparation for pre-professional students.
- Develop new platforms for teaching technology and media to enable fluency with new technologies and prepare students for careers in New York City's growing media professions.
- Further innovate the use of the city as an open classroom by creating a new City Seminar curriculum and common events.

Community

We will grow and further diversify the Macaulay community. We will develop environments and opportunities that foster enduring relationships to support the long-term success of our students, faculty, and staff.

- Plan and build a residential living-learning community to enhance opportunities for student and faculty collaboration, strengthen positive identification with the College, foster mentoring relationships, and fortify the Macaulay network.
- Support planned growth to 2,200 students by working with the enrollment team on each campus. Explore options for increasing enrollment from out of state.
- Increase the number of under-represented minority students who graduate from Macaulay. Develop enrollment and retention plans for specific student demographics and implement a plan for admitting transfer students.
- Recruit and retain a competitive and diverse staff by focusing on employee satisfaction, and setting retention benchmarks.
- Increase use of the Macaulay building as a central location for student and alumni gatherings and activities.

Sustainability

We will increase private support to fund College priorities.

- Continue to recruit dynamic and engaged members to the Macaulay Foundation Board.
- Identify and pursue private funding sources to meet the priorities of the Strategic Plan.
- Build a donor-centered individual giving program with a focus on major gifts and annual giving.
- Pursue joint fundraising initiatives with Macaulay campuses.
- Position Macaulay to undertake a capital campaign to build the endowment and fund defined priorities.
- Develop a culture of philanthropy among all Macaulay constituencies.
- Strengthen relationships with potential donors and engage volunteer leadership in development outreach efforts.

Recognition

We will communicate our story to core constituencies and new audiences and work to raise the College's local and national profile.

- Increase local, regional, and national coverage through an effective press and media strategy.
- Strengthen the Macaulay identity.
- Build strong campus collaboration and partnerships. Share goals and achievements with faculty, directors, advisors, and administration.
- Ensure that Macaulay's contributions are clearly articulated to the greater CUNY community.

Macaulay Benefits New York City, New York State, and the Country

Our students are ready for today's workplace.

A Macaulay education directly serves the needs of the workforce by developing well-rounded leaders with relevant skills and on-the-job experience.

Our students excel.

Most Macaulay graduates pursue advanced degrees at top institutions around the world. Many have received prestigious national and international scholarships, fellowships and awards. In the last five years, two Macaulay alumni have been named Rhodes Scholars.

Our students are New Yorkers.

We are proud to serve a wide cross-section of the New York population, and to continue CUNY's rich tradition of providing affordable access to excellent education for New York's resident and multi-ethnic populations.

Our students think globally.

We actively encourage and financially support study abroad for our students, and believe that the global perspective developed through these experiences makes Macaulay students better thinkers, scholars, workers, leaders, and citizens.

Our students know New York.

Macaulay uses New York City—its history, art, cultures, people, economy, governance, and physical environment—as an extended classroom, giving students new and deeper perspectives on urban challenges.

Our students contribute.

Having established a record of community service and civic engagement while at Macaulay, and aware of the investment made in them by public and private funding, our graduates are committed to giving back to society.



Photo credit: center: Lindsey Freer;
bottom center: Dan Z. Johnson

To learn more about Macaulay Honors College
and our plans for the future, please contact:

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HONORS COLLEGE AT CUNY

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