



MACAULAY
HONORS COLLEGE



STRATEGIC PLAN 2020–2025
ACCESS, EXCELLENCE, TRANSFORMATION

CONTENTS

2	MESSAGE FROM THE DEAN
3	INTRODUCTION
4	OUR HISTORY
6	VISION, MISSION, AND VALUES
7	STRATEGIC PLAN THEMES
7	STUDENT SUCCESS
8	ACADEMIC INNOVATION AND EXCELLENCE
8	COMMUNITY
9	INSTITUTIONAL LONGEVITY
10	STRATEGIC PLANNING PROCESS
10	SUMMARY OF THE ENVIRONMENTAL SCAN

MESSAGE FROM THE DEAN



I am pleased to share with you the Macaulay Honors College Strategic Plan 2020 – 2025: Access, Excellence, Transformation.

This detailed plan recognizes Macaulay's strengths and our growth to date, while providing a roadmap for healthy development. I am certain that the plan will inspire new initiatives and allow us to provide even more transformative experiences for our students for years to come.

This significant document has been a team effort. I would like to thank the Foundation Board, whose commitment has helped make our dreams for Macaulay become reality, the Strategic Planning team and the entire Macaulay community.

I look forward to engaging with each and every one of you to ensure that Macaulay Honors College remains a beacon of opportunity for the most dedicated and high-achieving students.

INTRODUCTION

Since 1847, The City University of New York has provided a path to success for generations of New Yorkers. In this rich tradition, Macaulay Honors College offers academically gifted students an exceptional undergraduate education, integrating the vast resources of the City University with New York's cultural, scientific, and business communities. As a top public honors college linked with eight CUNY partner campuses, with access to the resources of New York City, Macaulay Honors College is ideally positioned to educate the next generation of leaders. This plan provides strategic direction, a set of broadly defined goals critical to the evolution of our college. It is not a prescriptive plan, but rather a dynamic one open to modification as we proceed, progress, and observe changes in the world. The ideas in this plan are meant to guide our work, focus our priorities, and inspire us to move forward in exciting new directions. The 2020-2025 Strategic Plan is a roadmap for Macaulay to leverage the talent within Macaulay, CUNY, and New York City.

OUR HISTORY

Initially launched as the CUNY Honors College in 2001, and added to the University Center in 2010, the William E. Macaulay Honors College at CUNY (Macaulay) enrolled 208 students in its inaugural class. Since that time, Macaulay has expanded to an enrollment of approximately 2,100 students. To date, there are over 4,500 alumni. Macaulay represents a commitment by CUNY to serve the ablest and most high-achieving New York high school students. Macaulay students choose to enroll at one of eight CUNY senior colleges: Baruch, Brooklyn, City, Hunter, John Jay, Lehman, Queens, or The College of Staten Island. Macaulay offers bachelor's degrees jointly with each of these eight partner campuses. One of the unique advantages of our consortial model is that students can take full advantage of a host of distinctive opportunities at Macaulay, their home campuses, across CUNY, in their local communities, and throughout New York City. Students gain a dual citizenship, developing strong relationships with both CUNY campus communities.

Macaulay provides an enhanced academic experience with extensive financial support to undergraduates who demonstrate exceptional academic merit and leadership potential. Students receive a full-tuition scholarship, enhanced curriculum and advisement, technology tools and training, and support from the Macaulay Opportunities Fund to support global learning, service, and research. Macaulay is one of only **seven honors colleges** in the nation ranked as top-tier.

Macaulay offers a curriculum that emphasizes intellectual discernment, inquisitiveness, and life-long learning.

The **four City Seminars** at the heart of the Macaulay curriculum actively encourage students to experience New York City as both classroom and laboratory, and to develop critical thinking skills in the arts, social sciences, natural and physical sciences, and policy.

Macaulay's Academic Common Events - BioBlitz, Night at the Museum, STEAM Festival and the Futures of NYC conference - augment these City Seminars and

are specifically designed to bring an entire class cohort together in a non-classroom setting. For example, **Macaulay BioBlitz** is a unique educational project that provides every sophomore an opportunity to collect real scientific data and learn the significance of research. Over the course of two days, teams of students tally plants, animals, and insects in a selected New York City park or ecosystem.

Macaulay's upper-level seminars are unique courses designed to contribute to the intellectual growth of our students. In 2018, award-winning Mexican writer Carmen Boullosa and historian Ted Widmer joined Nobel Laureate Harold Varmus and bioethicist Elizabeth Reis as Macaulay faculty members. Beyond extending our offerings of upper-level seminars, they have made significant contributions to the overall intellectual life of the college. For example, in Spring 2019 Professor Widmer leveraged his outside assignment as guest curator of the **Walt Whitman exhibition** at the Morgan Library to introduce Macaulay students to the workings of museums and the process of curating a show. In addition to our faculty, the Macaulay Teaching and Learning Collaboratory recruits CUNY Ph.D. candidates and trains them in student-centered pedagogy, with a focus on technology-across-the-curriculum and experiential learning. Fellows of the Collaboratory (TLC Fellows) provide customized support to faculty and students in Macaulay seminars, and take part in a unique opportunity to expand their own teaching and learning.

The college also supports a culture of intellectual engagement through co-curricular and extracurricular opportunities. Students are required to complete community service hours and either study abroad or engage in an internship during their undergraduate career. Their experiences both in and out of the classroom encourage them to engage in local and global communities and challenges. One such engagement was a service trip to Puerto Rico to assist with rebuilding efforts in the aftermath of Hurricane Maria. A group of Macaulay students and three staff members worked with

local non-profits, residents and students in conducting water quality testing at the San Juan Bay Estuary, removing vegetative debris at a beach, clearing trails in a state forest, developing an outdoor green classroom for a local high school, and tree planting in an ecological park. Students leverage their access to individualized advising and a dedicated scholarship fund to assist them in these endeavors. Macaulay provides one of the best advisor-to-student ratios and ensures that all students have the guidance and support needed to get the most from their education. Macaulay is also committed to whole student well-being: the college's Mental Health and Wellness Center offers a variety of wellness workshops and free and confidential services for students facing challenges.

Furthermore, Macaulay has a thriving community of student life led by student-generated events and organizations. On average, Macaulay has over 40 student organizations with over 400 members, representing over a third of our student body. The Macaulay Scholars Council is the college's officially recognized student government, comprised of 4 representatives from each of the 8 consortial campuses. The mascot is the Macaulay Mountain Lion.

Macaulay enables students to draw meaningful connections between their scholarship and their professional aspirations to positively impact our communities. Macaulay students have won more than 250 prestigious national awards including Rhodes, Truman, and Fulbright scholarships, along with research fellowships from the National Science Foundation. Student service projects often lead to careers in the public or non-profit sectors. Within two years of completing their undergraduate studies at Macaulay, over 40% of graduates pursue medical, law, and other advanced degrees at leading institutions. Macaulay ensures students have access to further academic and research opportunities and has established a pipeline to the CUNY Graduate Center that allows students to begin their graduate studies toward a Master of Arts in Liberal Studies during their undergraduate years. Additional pipelines are being established with the CUNY

School of Law, the Craig Newmark Graduate School of Journalism, and the CUNY Graduate School of Public Health & Health Policy to retain exemplary students and researchers whose future work promises to enhance CUNY's academic output.

Macaulay students are also highly valued by the city's most innovative employers. The Career Development Office provides extensive support for students and alumni, starting with support for exploration of various fields, resume writing, job preparation, interviewing, and access to internship and job opportunities. Ninety-one percent of graduates from the Class of 2019 reported having at least one internship during their undergraduate experience; 57% reported having two or more. (*Source: Macaulay Honors College Graduating Student Survey*)

The college's relationship with students continues after their graduation. Macaulay maintains close ties with alumni through annual reunion gatherings, networking events, and active engagements with current students and the college community. The Macaulay Mentors Program pairs students and recent graduates with mentors who can help provide career advice, job search preparations and networking opportunities. Alumni are invited to speak at leadership panels, career development events for current students, and several have become members of the Macaulay Honors College Foundation Board.

With its strategic plan, the college continues to move forward and with purpose, working collaboratively with CUNY and the consortial colleges to forge strong connections, provide ever more enriching services and experiences for our students, and enhance CUNY's reputation for innovation and academic excellence. Macaulay's transformation from an unknown program enrolling fewer than 300 students in 2001 into one of the nation's top public honors colleges today has been a source of pride and prestige for our students, alumni, partner campuses, and CUNY.

STRATEGIC PLAN

VISION, MISSION, AND VALUES

VISION

Macaulay will become a national model for a public university honors college by supporting its diverse and dynamic community of scholars to explore their purpose, develop intellectually, and become engaged citizens of the world.

MISSION

Macaulay Honors College offers exceptional students transformative opportunities and experiences, in and out of the classroom, that inspire a lifetime of intellectual curiosity and service to make positive change in the world.

CORE VALUES

Macaulay values are our enduring, passionate, and distinctive core beliefs. They are our guiding principles.

Community

We are committed to building inclusive and welcoming communities locally, nationally and globally where our students can thrive.

Creativity

We embrace and support the exploration of new ideas and forms of expression, intellectual curiosity, and the development of unique approaches to problem-solving.

Excellence

For our students, faculty and staff, we encourage high standards, visionary thinking, the courage to examine and explore, and adaptability in an evolving environment.

Inclusion

We foster diversity and a culture of inclusion. Our students learn to see their differences as nourishing and valuable. It is our goal as educators to cultivate an inclusive, empathetic campus that radiates into the city.

Integrity

We are committed to ensuring trust and respect for all persons in an environment that requires individual and institutional integrity in all that we do.

Leadership

We empower students to play an active role in their education and community - to advance their causes and interests by inspiring and collaborating with their faculty, their peers, their community, and others.

Lifelong Learning

We encourage students to regard the pursuit of knowledge and quest for wisdom as a lifelong activity that demands constant commitment and growth – both personally and professionally.

Opportunity

We provide students access to an extraordinary educational experience inside the classroom and beyond. Our faculty, staff, and student organizations provide options for students to become successful and engaged citizens of the world.

Resiliency

We encourage our community to see every challenge as an opportunity to think expansively about solutions. When faced with obstacles, we deepen our resolve, adapt, and persist with optimism.

STRATEGIC PLAN THEMES

Macaulay's Strategic Plan builds on our current strengths and focuses our energies and resources on the most critical issues that we are distinctively positioned to address. The structure of the plan encourages multidimensional approaches to achieving significant goals in four areas, or themes, critical to the college's future: Academic Innovation and Excellence, Community, Student Success, and Institutional Longevity.

STUDENT SUCCESS

Macaulay prepares students for careers and lives of purpose. Our location in New York City near world-class partners within the academic, business and cultural milieu provides us with a unique opportunity to foster relationships for student success which is at the core of our mission. We want our students to emerge from Macaulay as mature, resilient, generous individuals who are prepared to be civic and professional leaders. Students will gain skills that are increasingly important in today's interconnected world, including interpersonal, professional and visual communication skills; collaboration and teamwork; empathy and concern for the welfare of others; and organizational and leadership skills. To support them in this process, Macaulay will build on our existing strengths by improving curricular, co-curricular, and extra-curricular activities and individualized advisement, and by enhancing the overall student experience. This includes continuing to help students identify professional goals, pursue meaningful experiential learning, and transition to post-graduation success in the workforce or in graduate programs.

Goal 1: Develop and implement programming and services to support academic, social and emotional well-being.

- Strengthen and expand student wellness programs.
- Enhance academic advising support to promote student success.
- Build upon existing extracurricular activities centered on life skills.

Goal 2: Strengthen experiential high-impact learning opportunities.

- Support the opportunity for all students to study abroad.
- Ensure that high-impact practices (such as capstone projects, internships, research opportunities for students, study abroad, and community-based learning) are of the highest quality and accessible to all undergraduates.
- Collaborate with partner campuses to create and support experiential learning opportunities.

Goal 3: Prepare students for career success

- Focus more strongly on particular student populations which may have unique needs related to career exploration and placement.
- Leverage resources to provide students with personal and career development experiences that support their goals.
- Develop relationships and programs with employers to further engage with our students.
- Join forces with partner campus stakeholders as they contribute to the career and professional development of students.

ACADEMIC INNOVATION AND EXCELLENCE

Academic innovation and excellence are central to our role as a premier public honors college. Our students receive a broad and interdisciplinary education where they are encouraged to engage deeply with their studies, pursue and develop their unique interests and abilities, and collaborate with peers and faculty. By providing a selection of intellectually challenging courses and holistic support, we aim to create an environment where our students are challenged and have the tools they need to succeed and reach their most ambitious goals.

Macaulay will enhance our dynamic, diverse academic environment and ensure outstanding student learning outcomes by focusing on: advancing innovative

pedagogy and learning practices; supporting faculty growth and excellence; and strategically strengthening academic programming.

Goal 1: Leverage our position as an established honors college to promote pedagogical experimentation, training, and instructional design.

- Refine and implement curricular strategies to enhance teaching methods and the learning experience.
- Engage students in high-impact educational experiences.
- Develop strategies to maintain rigorous and consistent learning outcome goals across the required Macaulay seminars.

Goal 2: Expand learning opportunities.

- Build a group of diverse, accomplished, cross-disciplinary faculty dedicated to undergraduate instruction at Macaulay and the consortial campuses.
- Design and promote cross-campus coursework.
- Design and implement signature Macaulay courses and course sequences within the CUNY academic framework.

COMMUNITY

Macaulay is innovative, flexible, and is a source of CUNY pride through our many student and faculty achievements. However, growth in sense of community is challenged by a number of factors, including geography, the very different sizes of the Macaulay cohorts on each campus, and opportunities for shared classes and extracurricular activities. Within the unique structure of Macaulay, community encompasses several aspects: 1) community within Macaulay Central, 2) community among Macaulay students within their consortial campuses, and 3) community across all of the consortial campuses. In developing its future goals, Macaulay will look at the continuum of fostering community across and within the consortium by providing an environment in which all of our students,

faculty and staff feel connected to one another by a common sense of purpose, pride and spirit. There is a recognized need to increase the diversity of our student body to better reflect the demographics of CUNY and New York City.

Goal 1: Foster and strengthen the sense of community and inclusivity at Macaulay Central, within each campus, and across the consortial campuses.

- Cultivate a community that values, respects, welcomes and promotes a sense of belonging.
- Improve communication at Macaulay, with each campus and across the campuses.
- Promote civic-minded activities to encourage campus-neighborhood engagement.
- Develop strategies to strengthen and support student activities.

Goal 2: Increase the diversity of the Macaulay student body to better reflect regional demographics and broaden access to the College.

- Broaden brand awareness.
- Explore options for changing incoming cohort characteristics.
- Reassess the admissions process.

Goal 3: Broaden and deepen constituent engagement with Macaulay, developing more meaningful relationships with Macaulay's alumni, students, parents, and friends.

- Encourage greater alumni participation in Macaulay activities.
- Strengthen student-alumni connections.
- Develop additional meaningful opportunities for parent-alumni-student interactions.
- Create additional activities for alumni, parents and external supporters to engage in the life of the college.

Goal 4: Enhance and develop spaces to increase social engagement and community building.

- Foster student life experiences which respond to students' unique needs and interests.
- Provide non-academic experiential community-building activities to further enrich the Macaulay experience.
- Enhance current and create additional physical and virtual spaces for Macaulay events and activities.
- Explore options for residential living/learning spaces.

INSTITUTIONAL LONGEVITY

The strength of Macaulay's future relies upon the shared commitment of Macaulay, CUNY and its supporters to promote the development of responsible, thoughtful caretakers of a diverse, global community.

Macaulay, given its unique structure within CUNY and its budgetary challenges, is committed to expanding its fundraising capacity to support student activities and learning experiences. This includes deploying the shared resources of CUNY and partnering with an expanding network of corporate, cultural, and government supporters. We will maximize our limited resources to stay current with fundraising best practices and adopt those with the potential to benefit Macaulay; use low cost technologies to reach new audiences with our message, and fuel the passion of our current community with compelling reasons to give. Increasing awareness of our scholars' positive civic impact and career successes will help expand and fortify Macaulay's name and reputation.

Goal 1: Elevate the reputation of Macaulay by increasing visibility and recognition locally, nationally and beyond.

- Build greater awareness and recognition of the College through high-visibility partnerships and publications.
- Create stronger relationships with top graduate programs.
- Collaborate with consortial campuses to highlight

student, alumni, and faculty accomplishments and successes.

Goal 2: Build upon fundraising efforts and strengthen growth by diversifying our income streams.

- Develop alternative revenue sources.
- Expand support from alumni, parents, staff, corporations, government, foundations, and friends.
- Broaden engagement for all constituents.

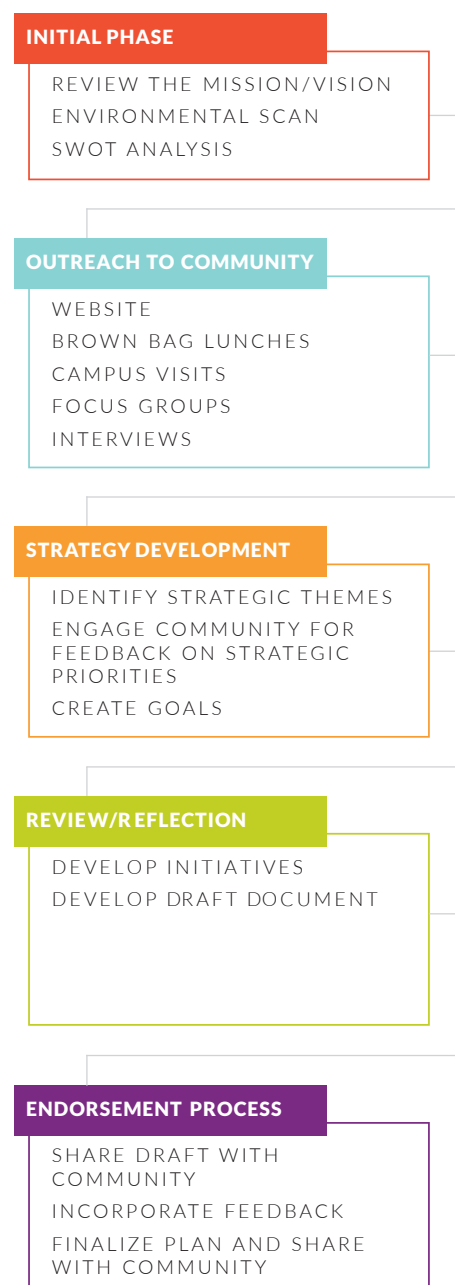
Goal 3: Support a system of continuous institutional effectiveness in pursuit of the institution's mission.

- Strengthen administrative innovation, accountability, transparency, and collaboration to advance the College's mission.
- Ensure a culture of continuous improvement through periodic assessment.
- Continue to provide comprehensive data to enable informed decision making and effective planning.

STRATEGIC PLANNING PROCESS

Macaulay Honors College began work on its 2020-2025 Strategic Plan in November 2017. Throughout the planning process, we identified challenges and opportunities, examined internal and external analyses and reports, and considered forecasts on the future by engaging in a SWOT analysis and an Environmental Scan.

The strategic planning committee conducted a listening campaign during which input from students, faculty, alumni, staff, and other stakeholders was solicited through focus groups, interviews, group discussions, surveys and electronic web-collection forms.



SUMMARY OF THE ENVIRONMENTAL SCAN

Institutions must be bold, agile, and aware of external trends in order to succeed in the current higher education landscape. In support of the strategic planning process, the Macaulay Environmental Scan Committee gathered information on external trends that are likely to have an impact on the College in the coming years. These trends relate to five broad areas: higher education, demographics, the labor market, technology, and government policies (see appendix for full report).

By anticipating key external trends that may impact the college and its constituent communities, the College can position itself to successfully navigate the threats and opportunities of an increasingly complex and interconnected world.

HIGHER EDUCATION

Emergent trends in higher education include SAT-optional admissions, alternative credentialing, and calls for transparency about student outcomes. Other major trends include improving the efficacy of study abroad, internships, and advising, with a particular focus on activities and services that support student learning and professional preparation in addition to their mental and emotional well-being. Navigating these conditions will require new recruitment and admissions strategies, curricular innovation and diversification, and ongoing faculty and staff development.

DEMOGRAPHICS

In the coming years we can expect increasing racial and ethnic diversity, widening income disparities and the rise of the Post-Millennial generation (on track to be the most urban and college-educated generation yet). To advance our goals of excellence, access, and opportunity, Macaulay needs to expand our high-quality academic and co-curricular programs to attract an increasingly diverse group of talented students with a wide range of experiences and future ambitions.

LABOR MARKET

Employment opportunities awaiting future graduates - and the workforce skills needed to seize them - are changing due to innovation and shifts in marketplace demand. Important labor market trends include growth in the healthcare industry, increased interest in law and medicine, and the ongoing need to equip students with the hard and soft skills needed for 21st century jobs. Innovative academic programs, excellent faculty and strategic employer partnerships will become increasingly important in our efforts to prepare future graduates for labor market success.

TECHNOLOGY

Technological advances have sparked interest in redesigned learning spaces, as well as the use of artificial intelligence and virtual reality in educational settings. These developments may both pose challenges to and create opportunities for student accessibility and engagement. In addition, the proliferation of “big data” has excited some higher education researchers while simultaneously heightening concerns about privacy and data management. Leveraging new technology-enabled opportunities while avoiding pitfalls will require ongoing training in technology literacy, ethics, and data management for students, faculty, and staff.

GOVERNMENT POLICIES

Policy decisions at the city, state, and federal level play a significant role in the functioning of public higher education institutions. The introduction of the College Transparency Act, which calls for expanded reporting of data on post-secondary student outcomes such as enrollment, completion, and post-college success, has implications for all areas of higher education including academic departments, student services, and assessment. Regarding funding for public colleges and universities, the American Center for Education reports that in the decade since the Great Recession state spending has remained well below historic levels, posing an ongoing challenge to schools across the country. Constant monitoring of new policy developments is required to develop strategic responses to government actions.

The full Environmental Scan report can be found on the Strategic Plan webpage.

MACAULAY HONORS COLLEGE FOUNDATION BOARD

OFFICERS

ANTHONY E. MEYER, Acting Chair, Vice Chair, Treasurer
Ocean Road Advisors, Inc.

MICHAEL GROHMAN, Secretary
Duane Morris LLP

MEMBERS

JACK BIERWIRTH
Hempstead School District

THOMAS BRIGANDI '12
CSA Society New York

TONY BROWN
The Real Advice Plus

DAVID COULTER
Warburg Pincus

GEOFFREY M. GLICK – *ex officio*
Macauley Honors College

STEVEN M. GOLDMAN
Kramer Levin Naftalis & Frankel LLP

YOSEF IBRAHIMI '05
Credit Suisse

ANN LIMBERG
US Trust Bank of America Private Wealth Management

MARY C. PEARL, PH.D. – *ex officio*
Macauley Honors College

PENNY PHILLIPS
Thrivos Consulting

STEVEN PHILLIPS
Chatham House

ZACK ROSENBERG
SBP

ANITA V. SONAWANE '11
JP Morgan Chase

RONALD STEWART
York Preparatory School

MARCY SYMS
Sy Syms Foundation

MICHAEL ZIGMAN
NYC FIRST

EMERITI

MATTHEW GOLDSTEIN
The City University of New York

ANN KIRSCHNER
Graduate Center

LAURA SCHOR
Hunter College

FOUNDING CHAIR

WILLIAM E. MACAULAY
(1945-2019)

STRATEGIC PLANNING COMMITTEE

CO-CHAIRS

DIANE PHILLIPS
Director of Institutional Effectiveness

SU NG
Assistant to the Dean and Dean Initiatives Coordinator

MEMBERS

LISA BRUNDAGE
Director of Teaching, Learning and Technology

ARVIND DEV
Scholars Council Freshman representative,
MHC at Hunter College

OWEN GUTFREUND
Professor of Urban Affairs and Planning, Hunter College

STEPHANIE HYACINTH
Director of Corporate & Foundation Relations

VANESSA IAFFA
Pre-Health Program Advisor

YOSEF IBRAHIMI
Macauley Honors College at Queens College Alumnus
Credit Suisse

SAMAH ISLAM
Macauley Honors College at City College
Scholars Council President (2018-2019)

DANIELLE JACKSON
Institutional Effectiveness Specialist

MAISHA KAMAL
Macauley Honors College at Brooklyn College
Scholars Council President (2017-2018)

JAKE LEVIN
Macauley Honors College at Brooklyn College Alumnus

GERALDINE MURPHY
Macauley Honors College Director at City College

KELLY O'DONNELL
Director of Science Forward

MICHAEL PARASCANDOLA
Director of Digital Marketing

LORNA RONALD
Senior Advisor, MHC at Queens College

STEPHANIE STRAFFI
Director of Individual Giving and Parent Liaison