It is our pleasure to present the final draft of the Second Century Strategic Planning Committee’s Strategic Plan Recommendations for the period from January 1, 2003 to January 1, 2008.

The Committee has done its utmost to fulfill its charge of creating a Strategic Plan for the University which encompasses all aspects of what is ambitious in its scope and at the same time realistic in meeting the financial obligations of keeping the University financially solvent.

As we move more deeply into the 21st Century, it is clear that any fixed strategic plan will not suffice in times of rapid changes. In Rosabeth Moss Kanter’s book, “eVolve,” she states that, “…the best companies … have the ability to innovate quickly.”\(^1\) To help keep Pace University innovative, the Committee recommends that the President appoint a Strategic Plan Steering Committee. Its function would be to not only monitor the progress of how the University is carrying out the Strategic Plan, but to recommend the changes needed in the plan to keep it current.

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On January 8, 2002, Pace University’s President David A. Caputo appointed the members of the Second Century Strategic Planning Committee (SCSPC), comprised of 22 representatives from faculty, administration, students, staff, trustees, and alumni, and designated Drs. Marilyn Jaffe-Ruiz and Melvyn J Oremland co-chairs. The committee delivered a first draft of its report to the president on April 13, 2002. The report described the Committee’s recommendations on the direction Pace University should be moving from Jan. 1, 2003 till Jan. 1, 2008, a period encompassing the 100th anniversary of the founding of the University in 1906. The Committee’s final report is to be submitted to the president by August 9, 2002.

The full committee met 16 times between January 16 and July 30. At its initial meeting, the SCSPC created four subcommittees:

- Academic Excellence
- Financial Flexibility
- Positioning and Image
- Mission, Vision and Opportunitas.

Subsequently, a fifth subcommittee was formed to study and make recommendations about Student Services; their findings have been incorporated into the work of the Academic Excellence Subcommittee. Each subcommittee met several times between January and July and shared its results with the whole SCSPC.

The committee sought opinions from all the constituencies of the University, so that the report represents input from everyone who expressed an interest in the strategic plan’s development and goals. To gather information and suggestions from those constituencies, the committee conducted focus groups, town meetings, a videoconferenced meeting, and interviews with key constituents. It created a web site (www.pace.edu/strategicplan) for the Pace community that included the mission of the SCSPC, meeting dates and locations for all committee and subcommittee meetings, names of the members of the committee and their e-mail addresses. The Committee encouraged all constituents to give their input through the means most convenient for them, and it conducted a University-wide web chat room. In addition, the co-chairs and subcommittee chairs met in March with Dr. Donald Norris, a consultant on educational strategy, to discuss the SCSPC’s findings up to that time and to plan for a full meeting of the committee with Dr. Norris later that month. After the first draft of the report was submitted to the president and distributed to the University community, comments and suggestions were gathered, reviewed by the Committee, and incorporated into the final report.

The Committee reviewed the assessment of the 1997-2002 Strategic Agenda and found that although much has been accomplished in the past five years, some areas still needed to be addressed, such as:
• Pace’s image and identity
• Student retention rates from first to second year and from second to third year
• The heavy reliance on adjunct faculty
• The need to enhance the role of arts and sciences in undergraduate education
• Improving student services
• Administrative and staff concerns.

The new strategic plan addresses these issues either directly or as part of emerging issues.

This report proposes a series of recommendations in the form of strategic goals with their objectives arranged in priority order.

The co-chairs of the Committee thank all of the members of the SCSPC for their dedication and their thoughtful insights and recommendations. The Committee is especially grateful to Hubert Babinski for his wise counsel and editorial comments, both immeasurably valuable in shaping and writing this document. The Committee also acknowledges the work done by Catherine Fredman in compiling the information and preparing the various stages of the report.
The SCSPC considered first the forces affecting Pace University today and those likely to influence the future:

- The student experience has become a significant differentiator among institutions, so that everything Pace University does must demonstrate that it adds value, measurably enhancing the student experience.

- The cost and affordability of higher education are, in general, concerns for students today. They are, however, particularly relevant to the Pace student who, in many cases, must work to pay for school and personal expenses.

- The University depends heavily on tuition; therefore, its combination of financial aid and discounting has to be carefully assessed to determine the correct mix for a thriving Pace University.

- According to the U.S. Department of Education, higher education enrollments will increase 20% between 1999 and 2009, with much of these enrollments expected to come from minority students, low-income students, first generation students, and adult students, creating an enhanced multi-ethnic population. Pace already serves a large portion of this population, but its enrollment has not benefited from this increasing demographic trend, and it has steadily lost its adult student population. Pace has a renewed opportunity to attract new students and recapture market share.

- The increasing needs of the adult working population must be re-examined and new academic structures, schedules and offerings should be created to meet these demands. For example, many adult students are interested in subjects different from the traditional curriculum; they want to learn in ways that better fit their working and home lives; and they want a different relationship with the university involving perhaps less time in class and on campus. A greater effort is needed to accommodate these needs.

- Not only adult students, but also the more typical Pace undergraduates are challenging the relevance of the traditional four-year baccalaureate in a fast-paced technological world. The scope and content of their programs need study and reconsideration.

- The competition from major public and private institutions with locations in lower Manhattan and Westchester challenge Pace University’s market share and need strategic attention.
• With distance learning and other technological aids transforming higher education, the university will have to determine where it can best utilize technological resources to achieve the best academic results.

• The globalization of society - its diversity and multi-culturalism - must become more evident in student learning at Pace, since all are greatly affecting the higher educational experience.
APPROACHING THE FUTURE

The SCSPC considered these forces and other relevant factors affecting the University in developing recommendations that, it believes, will lead the University to greater success in the future, while keeping in mind the University’s fiscal capability.

The SCSPC’s recommendations are presented within a broad educational framework of strategic goals from the three areas of Academic Excellence, Financial Flexibility, and Image and Positioning. Although the three are treated independently, the Committee found that many proposed objectives overlapped and in some cases reflected different aspects of the same issue. For example, student retention is primarily an Academic Excellence issue, but it also has ramifications for Finance and Image. Although many fine suggestions were made and objectives identified, the SCSPC selected only those that it felt should and could be realistically advanced or achieved within a five-year plan.

A number of themes thread through the work of the SCSPC and the three strategic goals. They concern the broader life and philosophy of the University and are essential to understanding the 2003-2008 Strategic Plan.

- The University’s first allegiance is to the Pace student and that student’s academic and personal growth—a collaborative educational experience that focuses on bringing theory to life in practice. That is, the University is committed to being student-centered and to making the students’ extracurricular lives an important part of their academic lives. The administrative operations of the University that affect students’ lives must be effective and efficient—easy to navigate. Students must feel that the faculty, administration, and staff are dedicated to their academic, professional, and personal development, including their physical and mental health, and that students graduate confident of having had an excellent education and ready to become proud alumni of the University.

- The concept of an engaged community should pervade every aspect of University life, including the communities in which the alumni are located. Developing an engaged community requires new thinking, decisive actions, and greater investment by the University to improve its image and functionality as to evolve into a more unified community of students, faculty, administrators, staff, and alumni.

- Pace University aspires to excellence in all it does and is to be known as a university attracting top students, faculty, staff, and administrators. Toward that end, excellent performance must be encouraged and the working and learning environment for all constituencies at the University must be stimulating, respectful, challenging, and fair.
Quantitative and qualitative assessment must become integral to university activities, but especially in the evaluation of student learning and future successes. Although a number of assessment initiatives are already underway, a comprehensive, University-wide assessment effort will provide the kind of information needed for continuous improvement of student learning, student satisfaction, operational systems, and personnel performance (including that of faculty, staff, and administration). In addition, this information will provide the data and feedback needed to modify the five-year strategic plan and provide essential information services to all University constituencies.

Pace must embrace diversity as a competitive strategy and commit to providing an education that develops student skills to be successful contributors and leaders in a twenty-first century global, multicultural workplace.

The University must strengthen its ties and involvement with alumni in a mutual two way interaction.

The University has already invested heavily in technology, but the need to significantly improve the University’s operational systems, enhance student learning, and provide more faculty development will require major new financial investments to stay competitive with the technological level of its competitors and peers.

The challenge of student retention and success require the careful consideration of a constellation of matters ranging from quality academic programs, affordable tuition, financial aid, to the quality of life on the campuses. Equally important is the retention of full-time and part-time faculty as well as the recognition of the devotion and efforts of a highly qualified staff.

The new strategic plan deals with these matters, some of which appeared in the 1997-2002 Strategic Agenda and continue to need attention, as well as new issues including the result of changes in technology, demography, new student profiles, the economic climate, and evolving attitudes toward higher education.

Optimal Outcomes

The proposed initiatives are expected to result in several positive outcomes for the University. Their implementation should be reflected in increased scores on the satisfaction surveys from all constituencies. Such scores should be assessed against the strategic plan and used to adjust and modify it. Allied to satisfaction should be an increased sense of community and greater pride among all the constituencies of the university.
Internal satisfaction is very likely to have an impact on the University’s national ranking in *U.S. News & World Report*. One important goal of the strategic plan is to move Pace to the threshold of Tier II in this national ranking.

Those outcomes will require cooperation and participation at all levels of the University. For example, the Board of Trustees will be asked to help provide initial funding to invest in the highest priorities identified in the plan. The University must commit to improving key financial ratios and begin achieving established guidelines by the end of 2008, while strengthening the University’s financial position and providing for continued strategic investment during the life of the plan. Faculty, staff, and administration will have to give increased attention to students’ needs; and means must be found to encourage them to make this greater effort. Such commitment by all parties will facilitate the carrying out of the strategic plan, which in turn will make Pace University a leading institution of higher education.
PHILOSOPHICAL FRAMEWORK

The strategic plan must be understood in the context of the University’s Vision, Mission, and Values. After careful review and study of these matters in the 1997-2002 Strategic Agenda, the SCSPC suggests the following revisions and modifications:

Vision
Pace University will be recognized nationally and worldwide as a leading institution of higher education that provides outstanding private education, enriched by a diverse learning environment.

Mission
In keeping with its motto *Opportunitas*, Pace University provides an outstanding educational experience integrating scholarship and practice, theory, and community service in a richly diverse, multi-location and global context. A Pace education prepares graduates to apply knowledge for action in the world through fulfilling careers, professional development and civic involvement.

Core Values
- A collaborative educational experience that focuses on bringing theory to life in practice and on making students’ extracurricular lives an important part of their Pace University experience.
- Scholarship and teaching excellence with learning as the highest priority.
- Critical thinking, communication, and technological competence as essential skills.
- Intellectual growth, ethical maturity, and civic responsibility.
- A diverse academic community that enriches the Pace experience for all its constituents.
- Support for and development of the individual needs of a diverse student body.
- Preparation of students for a diverse and global society.
- Service as an integral part of life-long learning.
- Self reflection and assessment.

This philosophical framework is grounded in a solid foundation of assets and commitments.

Assets
- Faculty committed to teaching, scholarship, and service
- Urban and suburban locations
- Strong partnerships with business and civic institutions
- Access to the cultural and professional richness of metropolitan New York
- Excellent career preparation that includes one of the largest and most successful cooperative education programs in the nation
• Multiple opportunities for international experiences
• National and international recognition as a leader in Instructional Technology
• National recognition and accreditation of programs
• Honors program to support high achievement
• A talented staff devoted to the University and its goals

Commitments
• Fostering diversity in its broadest sense, among students, faculty, staff and administration
• Maintaining collegiality and the free exchange of ideas
• Engaging students actively in the learning process
• Assuring a safe and secure learning environment
• Involving students, faculty, and staff in the decision-making process
• Managing the University effectively and with financial responsibility
• Providing an excellent and value-added affordable private education
• Continuing use of evolving technologies to support more effective learning and teaching, thus extending educational opportunities
• Promoting small class sizes and a personalized educational environment
• Providing an environment for students, faculty and staff to fulfill their potential.
RECOMMENDATIONS

ACADEMIC EXCELLENCE STRATEGIC GOAL
Create an educational experience for students that offers opportunities for intellectual and social growth, a rich variety of programs and course offerings with various methods of delivery, and the skills and habits of mind for success in life and one’s career.

Objective I: Learning
Learning is at the heart of the educational experience both inside and outside the classroom.

Action Plans: Enhance the Overall Student Experience
- Maximize integration between in-class and out-of-class learning during the first two years of the plan.
- Improve matriculated SAT scores from 1050 to 1150 over a five-year period.
- Establish average class size at 28 over the next five years, with no more than 5% of classes exceeding a size of 50 students.
- Assess the student advising system across the University and make improvements, where necessary, during the first 18 months.
- Improve course scheduling to meet the needs of various student cohorts by June, 2004.
- Enhance the link with the Office of Cooperative Education and Career Services to help students place learning in a broader context by creating more opportunities for students to experience on-the-job training (internships) and to understand how professionals think about topics in the field (reflective thinking).
- Expand internships and externships for students particularly in business, the arts, law, education, theater and the media, and computing, by placing 90% of qualified students seeking internships in their field of study over the next five years.
- Achieve and maintain career placement at rates higher than the majority of Pace’s benchmark schools.
- Recognize the needs of the growing numbers of adult and non-traditional learners and develop programs for them by the fall of 2004 with a target date of 2006-2007 academic year for a comprehensive program.
- Increase the number of Pace students participating in study abroad by 25% over the next five years.
- Increase the number of international students attending Pace by 1% annually.
- Increase support for feeder programs.

Measures of Success: Enhance the Overall Student Experience
- Graduation rates improve over time (60% stated in objective IV) and in relation to peer institutions.
- SAT scores improve for Pace (1050-1150) and in comparison to peer institutions over time
More students get job placement over time.

Pace attracts 20% more adult and non-traditional students per year over a five-year period, and the students show high satisfaction with academic and student services.

Pace attracts 5% more international students during the five years.

Pace sends 25% more of its students on international educational experiences.

**Action Plans: Enhance the Learning Experience**

- Structure course offerings over the next three years to emphasize increasing levels of knowledge and sophistication of thought.
- Develop new certificate programs, credit and non-credit, for international and adult working students beginning in the fall of 2004.
- Establish better feedback using web technology to determine students’ interests and needs.
- Achieve Phi Beta Kappa status by 2008.
- Implement Honors College by the fall of 2003.
- Enhance the experience of civic competency in student learning beyond the Core Curriculum requirement and into courses in the disciplines over the next three years, so that a Pace education becomes noted for its creation of better citizens of our democratic country.
- Develop, promote and support partnerships during the first year among the schools and institutes of the University to create innovative, interdisciplinary programming.
- In consultation with the faculty, begin in the fall of 2004 to phase out or eliminate programs and activities that do not demonstrate quality and do not enhance the University’s mission and strategic goals.
- During 2003, explore the consolidation of under-enrolled programs of good instructional quality or market potential to one campus or site to allow for strengthening the resource base and establishing targets for improvement. Take initial action in the fall of 2003.
- Streamline the development and enactment of new programs to keep Pace as a state of the art institution in the forefront of higher education.

**Measures of Success: Enhance the Learning Experience**

- Core Curriculum and interdisciplinary programs produce improved learning results (using testing instruments) each year.
- New programs are developed and are well subscribed and are highly rated by students.
- Students satisfaction shows an increase by 5% each year on their academic (e.g., Honors, CAP, scheduling, etc.) and student life (housing, sports, social activities, administrative services, etc.) needs through a variety of channels: e-mail, surveys, focus groups, discussions with faculty and advisors, etc.
- Tabulation of the number of academic programs reviewed so that all programs are reviewed by 2008.
Overall Measures of Success

- Improvement noted on satisfaction surveys and focus groups.
- Improved ranking observed in *U.S. News and World Report*.
- Observation of more admissions of Pace students to graduate schools and more students passing professional exams.

Objective II: Teaching

Provide instruction that is timely, combines theory and practice, and is delivered through a variety of formats that allow individuality for the learner.

Action Plans: Faculty Development

- Establish a faculty hiring plan that ensures within five years the right and flexible faculty mix: 10% full-time equivalent non-tenure track; 60% full-time equivalent tenured or tenure track; 30% full-time equivalent adjunct faculty retained on the basis of an established set of competencies and performance standards. Implementation of these ratios must occur across all schools/college of the University.
- In consultation with the faculty, create a system for a five-year faculty development plan for teaching, scholarship and service, starting in fall 2003. Such a plan will include flexibility for individual profiles for both long and short-term periods.
- Continue to provide support for faculty development especially in the area of technology and its incorporation into the teaching and learning process through the Pforzheimer Center and the Center for Instructional Technology.

Measures of Success: Faculty Development

- Meeting hiring goals in three year increments.
- Increasing increments of sponsored research each year for five years.
- Increasing number of faculty development programs, larger number of participants, measuring the development programs’ impact on teaching, scholarship and service.
- Improved ratio of full-time/part-time faculty, particularly in those schools/college having ratios below the recommended numbers.

Action Plans: Enhance the Teaching Experience

- Implement the new Core Curriculum in 2003-2004 and feature it as an experience unique to Pace. Target 70% of the University Core Curriculum to be taught by full-time faculty starting in the fall of 2003.
- Continue to internationalize the curriculum through the curriculum committees of the schools/colleges.
- Develop and offer more courses using the appropriate technology: online; video conferencing at different locations; and non-traditional scheduling or times that meet students’ needs.
• Continue to support the library’s needs to maintain and continue its growth as an innovative resource of educational and scholarly endeavor, as outlined in the Library Strategic Plan.
• Continue to integrate the use of computers and course management software programs into all suitable courses, increasing opportunities for technology-based research and learning experiences.
• Develop Pace Global Centers and partnerships with international institutions with the first center operational in 2004-2005, and by 2006, having several international partnerships that meet the students academic and professional needs.
• Increase sponsored research/project funding activity and results by 30% over the next five years.
• Include faculty pedagogical development and use of technology in decisions about salary, promotion, and tenure at annual review.
• Use the cumulative review to maintain and nurture the opportunities for and the realization of excellent research and scholarship.

Measures of Success: Enhance the Teaching Experience
• Annual increase of courses developed with the use of technologies and meeting specific needs of student.
• Annual increase in the use of computers (including the number of faculty and students with laptops) and software in appropriate courses.
• Monitoring the importance of faculty’s use of technology in annual review.
• Observing decreasing percentage differences in salaries of faculty by schools/college.
• Measuring the increase in number of international partnerships and the number of students studying abroad.

Objective III: Recruit and retain an outstanding and engaged faculty that is committed to the campus and the wider community in their teaching, research and service activities.

Action Plans
• Allocate $5 million for a fund to attract new and retain current top-ranked faculty, and offer such amenities as housing support for three years and selective release time. Use some of these funds to reward outstanding engaged faculty. Begin discussions with the Board of Trustees about how to appropriate or find funding to meet this objective.
• Form partnerships with doctoral institutions to recruit outstanding and diverse candidates early in their careers to attract a more diverse faculty and establish two of these partnerships by the 2005-2006 academic year.
• Increase numbers of formal agreements at local, regional and international institutions for faculty exchanges to meet faculty pedagogical and research needs.
• Expand the definition of service to include faculty engagement in the community and professional organizations and ensure that such engagement becomes part of the tenure, promotion and salary review process in 2003.
• Increase opportunities for chairpersons to develop their administrative skills and provide them with the support needed in their multiple responsible positions.

Measures of Success
• Observe annual progress toward raising $5 million for attracting and rewarding an outstanding faculty.
• Note annually the increases in the number of new faculty attracted and current faculty retained. Observe FT/PT ratio improvement.
• Evaluate chairs’ performance after training and compare with previous performance. Measure chairs’ satisfaction with various support systems.
• Monitor number of faculty exchange programs annually to see changes in numbers over time and evaluate their impact on teaching and scholarship.

Objective IV: Increase recruitment and retention of students and maximize their success at Pace.

Action Plans
• Emphasize that student retention requires the collective efforts of everyone in the University. Initiate an annual conference starting in the spring of 2003 for faculty and staff to report on retention and recruitment efforts and progress and to discuss and explore ideas for improvement.
• Determine the appropriate level of enrollment and mix by 2003 that will achieve the desired level of quality within current resources and capacity.
• Improve student retention at all levels including a rate of 80% for freshman by 2004 and an overall 60% undergraduate graduation rate by 2008.
• Increase recruitment and enrollment of new students by overall 2% FTE growth each year over newly established enrollment levels.
• Beginning academic year 2003-2004, implement innovative tuition pricing and discounting programs that incorporate more aggressive but strategic pricing.

Measures of Success
• Annual improvement of student retention to reach desired percentage.
• Meet annual goals for improved graduation rates.
• Meet annual enrollment and recruitment of new students—2% FTE growth each year until the desired number is reached.
• Assess innovative pricing and discounting each semester to see impact on retention and recruitment rates.
• Monitor University-wide activities devoted to retention and assess qualitatively their impact on the numbers.
IMAGE AND POSITIONING STRATEGIC GOAL
Position Pace’s identity clearly in the minds of all constituencies and improve awareness and reputation both internally and externally on a local, national, and international level.

Objective I: Enhance Pace’s visibility and reputation.

Action Plans

- Expand awareness of Pace by 25% beyond the immediate region over the next three years through a comprehensive public relations and advertising strategy developed in 2003.
- Develop high visibility placements for faculty and administrators on external boards.
- Establish and implement in 2003 a consistent and comprehensive long-term university advertising campaign utilizing input from appropriate university constituencies.
- Initiate and expand the public relations department’s use of hometown newspapers to help gain visibility.
- Enhance activities that will give Pace greater external visibility over the next five years. For example, consider creating a Pace FM radio station, expanding intramural and varsity sports programs, and expanding its performing arts programs.
- Finish the implementation of the Pace Web Site, improve it to make it more attractive and user friendly. Including better marketing information about the University. Publicize, on a daily basis, outstanding individual or group accomplishments.
- Improve the University’s reputation in the region over the next three years through enhanced community outreach activities and the Center for Downtown New York.
- Aggressively pursue the use of Pace facilities by outside organizations and encourage their holding regional, national, and international conferences and other special events to better familiarize people from outside Pace with the University. Attract these groups as part of Pace’s Centennial celebration.
- Establish and publicize fixed admission deadlines for all full time students.

Measures of Success

- Measure awareness annually in selective locations to see if various public relations, advertising, recruiting and communications programs are making an impact.
- Use Web Trends Statistics to measure the success of specific “media campaigns.” Monitor amount of media coverage and work toward incrementally increased coverage.
- Monitor use of University facilities by outside individuals and organizations and assess their impact on awareness of the University.
- Other measures will include increased inquiries and applications, more Pace professionals asked to be experts for media, increased participation of alumni in University activities and more willingness to contribute more to the
University, more student involvement with alumni, etc.

**Objective II: Position Pace as providing diverse, rigorous, personalized, career-oriented, educational environment in desirable locations with high job placement upon graduation.**

**Action Plans**
- Create a single University communications department in 2003 that can coordinate all promotional material—recruiting and image—to present a consistent and strong message about Pace University both internally and externally.
- Continue to integrate and coordinate the public relation, communications, recruitment and retention function in support of a unified image of the University and a clear consistent message about the University’s mission and educational scope.

**Measures of Success**
- A strong, consistent image of the University that is internally coordinated. If coordination is successful, time, money, and work will be saved and should be calculated annually as the process evolves.

**Objective III: Improve relations with alumni and fundraising results.**

**Action Plans: Alumni**
- Strengthen the Alumni Federation and the regional alumni associations network during 2003.
- By 2004, attain a completeness and accuracy rate of 90% within the alumni database. Accomplish this by upgrading telephone and address information. Strive for correct e-mail addresses for at least 60% of alumni of record and continuously update and maintain a central alumni database that can be used by all schools and programs.
- Beginning in 2003, contact all alumni of record in a non-fundraising capacity a minimum of five times a year and invite them to at least two social events a year.
- During 2003, increase the awareness of and participation in the Pace Alumni Online Community.
- Significantly increase the number of alumni involved with students through mentoring, networking, recruiting, or other activities each year.
- Expand the alumni college program in 2003 and solicit alumni input to determine interests.
- Beginning in 2003, publicize the availability of career planning services to all alumni, and tailor career services as needed to be sure we are serving the alumni population well.
• Beginning in 2003, coordinate all printed and electronic newsletters, invitations and announcements with all schools and departments so that alumni are reached in a systematic way.
• Cultivate students throughout their college years so that they one day become engaged alumni.

Measures of Success: Alumni
• Significantly fewer incorrect address returns on all communications with alumni.
• More positive responses in terms of volunteering, participation in university life, telling the Pace story to the outside world through the advisory board, alumni federation, Pace Alumni Online, college program, career planning services, etc.
• Increasing measure of numbers of current students interested in one day becoming engaged alumni and participating in alumni events.

Action Plans: Fundraising
• Continue and create new educational, professional, social and philanthropic opportunities for alumni to be involved with the University through all schools and departments.
• Increase alumni participation in Annual Giving to 15% or more by 2008.
• Increase the number of individual major and planned gifts as well as corporate and foundation gifts incrementally each year with an overall 30% increase for total giving to the University over the next five years.
• Begin the 2006 Centennial Capital Campaign in 2002-2003. It should have a $100 to $150 million goal, with gifts targeted for new endowed chairs, new and expanded academic programs, scholarships/financial aid and improved academic and student life facilities.

Measures of Success: Fundraising
• Meet annual giving target on time and report on progress each semester; more alumni will give more.
• Monitor planned giving and report annually on amount of increase.
• Meet annual goals of the 2006 Centennial Capital Campaign.

Objective IV: Improve pride in Pace among all constituencies.

Action Plans
• Continue to encourage faculty participation in recruiting and conversion.
• Increase by 90% the internal awareness over the next two years by students, faculty, administrators, staff and alumni of exemplary University programs and promote and reward the accomplishments of all.
• Beginning in 2003, have University Relations increase the use of the academic success of students, the professional achievements of alumni, and the research
and scholarship of faculty to enhance visibility and build reputation of Pace. Channel this information for fundraising purposes.

**Measures of Success**

- More faculty will participating in recruiting and conversion. Annual numbers or percentage can be set.
- Growing awareness by all members of the University about all university programs.
- Increasing use of success stories by University Relations.
FINANCIAL FLEXIBILITY STRATEGIC GOAL
Pace University shall have the ability to invest in its future and the strategic plan, improve its financial operating results and flexibility, and improve business functions and processes.

Objective I: Identify and secure the resources and funding required to support the university’s strategic goals.

Action Plans
- Improve operating results so as to meet the Board of Trustees financial ratio goals.
- Increase net assets 2-3% of revenues from operating budgets annually over the five years.
- Develop financial policies over the next five years that will fund new initiatives based on well-developed plans that include market-based research, detailed income and expense projections, well defined measures of success and return on investment estimates.
- Ensure that revenue development functions are appropriately resourced over the first two years to meet strategic goals for 2008.
- By 2007, begin generating $5 million annually in new program revenues.
- By 2007, begin generating $1 million annually in new revenues through innovative business ventures and better management of auxiliary enterprises.
- Continue to upgrade facilities and technology through the five years of the plan, so that Pace is viewed as modern and attractive by prospective students, parents, and others.

Measures of Success
- Report annually on the improvement of operating results and any increase of assets (2-3% annually).
- Report on new initiatives funding policy, identifying prospects, and show that the first initiative is implemented by 2004.
- Report annually on the process of generating $5 million in new program revenues toward the target date of 2007.
- Track the number of innovative business ventures and report progress annually to meet the annual target of $1 million by 2007.
- Record progress in annual facilities and technology upgrading.

Objective II: Optimize the effective and efficient use of human, financial, and physical resources.

Action Plans
- Enhance a planning and budgeting process by 2006 to be more responsive and effective so as to ensure resources support the academic mission.
- Acquire and implement the Enterprise Resource Plan (ERP) by 2005.
**Measures of Success**

- Monitor the process of effective planning and budgeting in the designated time, and report annually on the cost saving and other efficiencies.
- Produce quarterly reports of progress toward the ERP, using the implementation timeline as the guide.

**Objective III: Implement human resource policies and programs that emphasize recruitment, retention, motivation and development of high quality faculty, administrators and staff.**

**Action Plans**

- Develop recruitment guidelines in 2003 for all administrative and staff positions that incorporate evaluation and selection based on established competencies, and recruit nationally for all key administrative positions.
- Continue to maintain total compensation levels each year that are consistent with those of peer institutions and Carnegie ratings.
- Implement improved and consistent systems of evaluation and rewards for 2003 that encourage and sustain excellent performance, innovation, accountability, and commitment to the University’s values for faculty, administration and staff.
- Beginning in 2003, provide staff with greater opportunities for professional and skills development to enhance their careers at Pace.
- Continue to implement diversity strategies and programming throughout Pace to ensure appropriate diversity of trustees, administration, faculty and staff.

**Measures of Success**

- Report numbers of administrative positions filled by national searches.
- Demonstrate that salary levels compare within 5% of those levels at peer institutions.
- Observe changes in numbers of employees achieving a rating of performance excellence.
- Track the changes in the number of staff taking advantage of professional development opportunities.
- Record results of efforts made in enhancing diversity in all the constituencies of the University.

**Objective IV: Expand and implement comprehensive procedures and standards to evaluate cost-to-revenue ratio of academic programs, administrative departments/units and campuses.**

**Action Plans**

- Create an advisory committee in 2003 to develop the standards and procedures, to publish evaluation procedures, and to establish and implement a review schedule by June 2003.
• Explore outsourcing opportunities for administrative and auxiliary services where cost effectiveness, services, and/or enhancements will result and make a preliminary report of findings in June 2003.

**Success Measures**

• Monitor the work of the proposed advisory board to ensure they meet production targets. Then assess efficacy on university-wide productivity. Calculate savings annually.

• Calculate savings of outsourcing and assess impact on university efficiency and effectiveness. Calculate savings annually.
CONCLUSIONS

The Second Century Strategic Plan proposed by the Committee focuses on moving Pace University into an improved position as an institution of higher learning. Its focus on academic excellence, foremost on its agenda, will help faculty, students, and staff evolve into a culture that will create a greater bond between them and the University. Its emphasis on publicizing Pace through the media and through a close relationship with its alumni will help the University’s image and improve its financial position. In the ongoing development of the Plan, careful financial analyses will be undertaken. New methods of assessment will be developed to keep track of all recommendations.

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APPENDIX

1. Second Century Strategic Plan website
2. Strategic Plan for Teaching, Learning and Technology Roundtable
3. Strategic Agenda for Distance Education at Pace University, April 2002
4. Library Strategic Plan
6. Board of Trustees Glossary Ratios
7. Counseling & Personal Development Center Draft Mission Statement
8. Summary of the SCSPC meeting with the Board of Trustees’ Strategic & Long-Range Planning Committee, 1/29/02
9. Report from Second Century Strategic Planning Committee (SCSPC) Town Hall Meeting, NY, 2/19/02
10. Comments from the Faculty Colloquium, NY, 2/21/02
11. Comments from the SCSPC Town Hall Meeting, WP, 2/27/02
12. Summary of Faculty Colloquium, PL, 3/01/02
13. Transcription from On-Line Chat, 3/19/02
14. Comments from the SCSPC Town Hall Meeting, PL, 5/17/02
15. Comments from the SCSPC video-conferenced “Town Hall” meeting, NY/PL, 7/9/02