MARIST 100

2023–2030 STRATEGIC PLAN

MARIST

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A Message *from* President Kevin Weinman

With great enthusiasm, I present ***Marist 100***—an ambitious strategic plan that will carry Marist College through and beyond its upcoming centennial celebration in 2029.

This is an exciting time in our history. We can reflect upon a remarkable rise over our first century into a dynamic institution of higher education, serving 6,500 students on our campuses in Poughkeepsie, New York, and Florence, Italy. We can also look boldly ahead to our second century, one which holds immense promise for us as we seek to live up to our plan's vision:

Marist will improve the world through education

We are poised for great success throughout the years of this plan, 2023–2030. Stretching this plan to seven years from our traditional five not only permits more time to execute these ambitious strategies, but also allows the plan to bridge our first two centuries, linking past with future.

In ***Marist 100,*** past and future live as one, mutually reinforcing each other in ways that are uniquely Marist. The College will continue to hew closely to its history, especially the founding values espoused by the Marist Brothers: excellence in education, a sense of community, and a commitment to service. Likewise, our mission remains enduring; Marist will continue to help students develop the intellect, character, and skills required for enlightened, ethical, and productive lives in the global community of the 21st century. At the same time, Marist will always look ahead, continuing its tradition of innovating, adapting, and evolving to serve the ever-changing needs of a complex world. We seek not only to keep pace with the changes surrounding us, but to drive those changes in service of the public good.

I am proud to announce the three core pillars of this plan:

Academic Vibrancy • Student Centrality • Expansive Community

These concepts are simultaneously simple yet bold, focused yet ambitious, and wide-ranging. More will be said about each in the following pages. For now, please know that these aims will inform everything we do: Every budget, operational plan, fundraising priority, and strategic conversation will be aimed at making progress against these goals, in service of our students and society as a whole.

My deep appreciation and gratitude to the hundreds of people—students, faculty, staff, alumni, trustees, and friends of the College—involved in the creation of ***Marist 100.*** Special thanks to James Snyder, Dean of Academic Engagement and Associate Professor of Philosophy, and Emily Saland, Vice President for Strategic Initiatives and Chief of Staff, for serving as co-chairs of the Steering Committee. Their tireless efforts to run a transparent, inclusive, and skillful process and put their own stamp on these concepts have delivered an exceptional blueprint for Marist's future, one that I could not be more excited about.

Marist 100 does not shy away from the challenges we face. Rather, it addresses them head on, harnessing the full force and power of our strengths so we can thrive as we approach and enter our second century. I invite the support of our entire community: our 6,500 students, 1,500 faculty and staff, and 50,000 alumni, and their family members and friends to participate in any way you can to make this vision a reality, and to help Marist improve the world through education. Together, we can do this.

Sincerely,

Kevin Weinman
President

Delivering Upon Our 7-Year Plan

WHAT WE WILL ACCOMPLISH

The three strategic pillars of ***Marist 100***

ACADEMIC VIBRANCY

STUDENT CENTRALITY

EXPANSIVE COMMUNITY

HOW WE WILL ACCOMPLISH IT

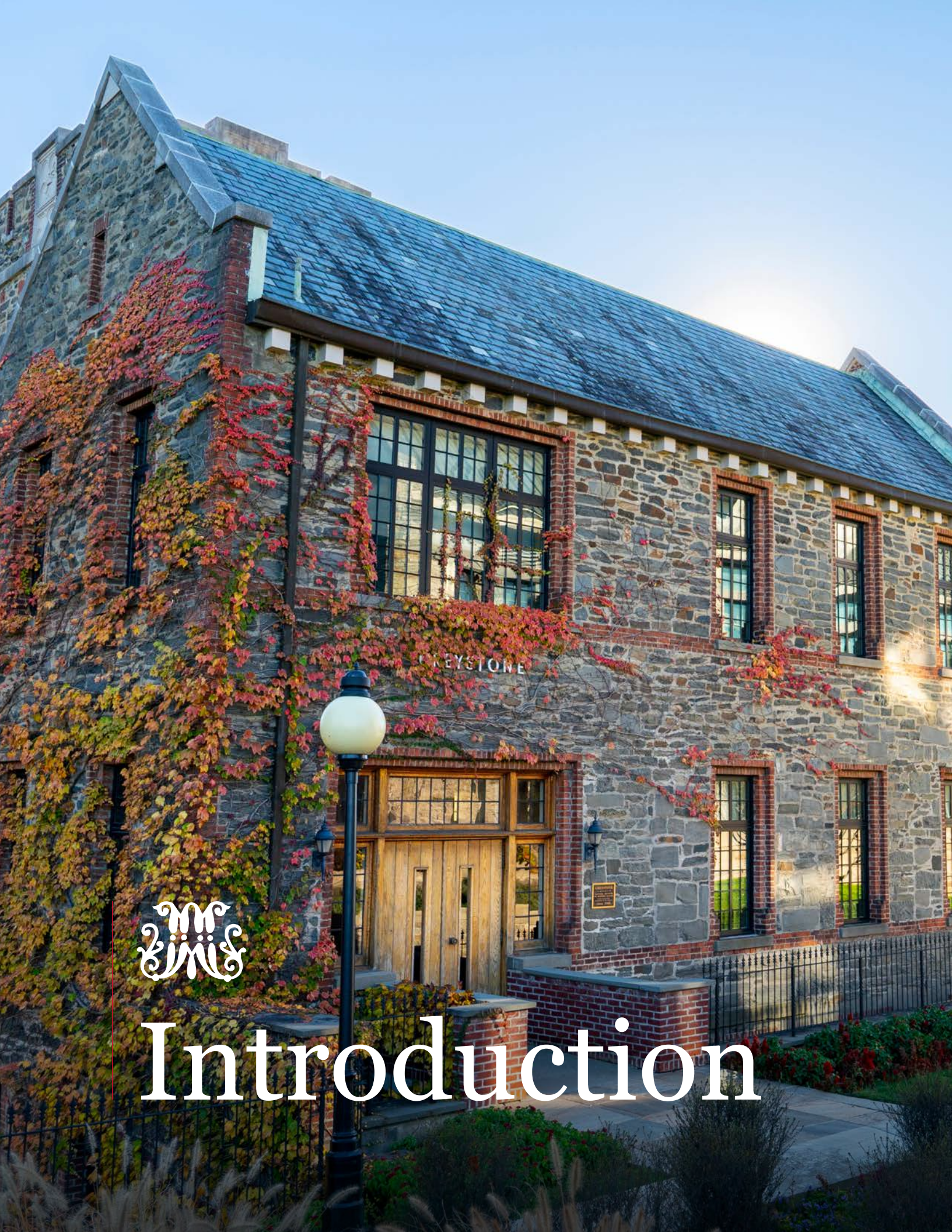
The strategic deployment and responsible stewardship of our resources

OUR PEOPLE

OUR FINANCES

OUR NATURAL ENVIRONMENT

OUR BUILT ENVIRONMENT



Introduction

Marist 100 is a plan developed at an exciting time in the College's history. We approach our centennial in 2029 from a position of incredible strength, reflecting upon and celebrating Marist's remarkable growth and development over its first 100 years; reaffirming our commitment to the ongoing relevance and distinctiveness of our mission, values, and model of higher education; and thinking boldly about the years that lie ahead: Marist's second century.

As the College continues to come of age as an institution, we will extend our reach and deepen our impact, making a Marist education accessible to a broader range of talented students. We will continue to earn recognition as a leader in delivering a relationship-rich educational experience that prepares our graduates for impactful and meaningful lives. And we will be a broadly inclusive community that fosters a deep and lifelong sense of connection and belonging among all members. In so doing, we will carry out our ambitious vision of ***improving the world through education.***

Building on Marist's Strengths to Meet the Moment

Marist 100 is a plan infused with tremendous optimism about the institution's future. Its core strategies are also informed by trends that continue to reshape the overall landscape of higher education—the challenges they pose to the sector in general, and to colleges like Marist in particular.

The Higher Education Landscape

For much of the College's history, the number of high-school graduates, and the percentage of those graduates who pursued college degrees, steadily climbed. However, lower birthrates during the Great Recession, an out-migration from (and changing demographics within) the Northeast, and a trend of fewer high-school graduates entering higher education are poised to shrink the pool from which Marist has traditionally drawn its students. Even more concerning, the American public is increasingly skeptical of private higher education's affordability and value. They are questioning whether the economic benefits of a college education outweigh the cost, the extent to which student loan debt and inadequate financial aid have rendered a college degree inaccessible to low-income students, and whether colleges are equipped to address society's current and future needs. And, given the significant investment that a private college education represents, students' and families' expectations for services, amenities, and support for the student experience have grown over time, pressuring institutions to increase spending on student services and facilities.

Marist's Distinctive Position within the Landscape

Marist will succeed in the next decade and beyond because **we deliver exceptional value to our students.** We believe deeply in the enduring relevance and importance of the residential experience we offer our full-time, traditionally aged undergraduates, in combination with a strong liberal arts foundation. And as a comprehensive institution, we are also enriched, both at the undergraduate and graduate levels, by our pre-professional and professional programs. We reject the debate between the relative merits of a liberal arts education versus a professional education that presumes students must choose between the two. Not only can the liberal arts and professional studies co-exist, but at Marist we find them mutually reinforcing. Here we aspire to ***and, not or.***

Marist graduates benefit from this **distinctive blend of a liberal arts and professional education.** Their liberal arts foundation allows them to engage with a variety of disciplines and ideas, making them better critical thinkers, problem solvers, synthesizers, and communicators. It also encourages creativity, reflectivity, and an appreciation for nuance. When combined with professional studies, the liberal arts focus can create powerful and unexpected synergies of knowledge and skills, equipping our graduates to be leaders, to succeed in their chosen fields, and to improve the world.

A Marist education is also **practical, applied, and experiential.** During their time at Marist, more than 80 percent of undergraduates, on average, complete credit-bearing internships (often more than one) that allow them to work alongside—and be supervised by—practitioners in their chosen fields. In recent years, approximately half have studied abroad (far exceeding the national collegiate average), developing intercultural competencies and an appreciation for different places, perspectives, and contexts. Our students travel to conferences to present research they've conducted in partnership with faculty mentors and participate in community-based learning and clinical rotations, applying classroom knowledge to real-world issues that benefit themselves and their communities.

These opportunities are available to Marist students in part because of the institution's size, which also supports the ***and, not or*** philosophy. **Marist is the best of both worlds:** small enough to have the feel of a liberal arts institution where faculty and staff work closely alongside students to deliver a high-touch and highly personalized experience, but large enough to have the scope, power, and connections of a comprehensive university. Marist's scale offers a rich range of student experiences including a Division I athletics program; a branch campus in Florence, Italy; signature master's and doctoral-level graduate programs; and a population of more than 50,000 alumni who enthusiastically support and contribute to the overall vibrancy of the institution.

Our Call to Action

The ambitious initiatives outlined in this plan build upon our exceptional history and identity, doubling down on the relevance of our mission, values, and historic strengths as a mid-sized predominantly residential institution blending liberal arts and professional studies. Marist's future is bright, but in order to secure it we will have to innovate and experiment across our enterprise, to ensure that Marist remains an institution of choice for talented students, offering an experience that is meaningful and relevant, yet accessible to students from all socioeconomic backgrounds.

At a time of rapidly changing demographics, among our top priorities will be **introducing Marist to new audiences,** telling the Marist story better and more broadly, and achieving national and international prominence. By attracting talent wherever it exists, we will expand the institution's reputation and reach.

At a time when the expense of delivering a world-class educational experience continues to rise, another top priority is **making a Marist education accessible to a broader range of talented students,** through both need-based financial aid, as well as programs and structures to improve retention and on-time graduation.

At a time when our graduates are entering a rapidly changing world, we must **adapt *what* we teach to address shifting student interest, societal need, and market demand, as well as *how* we teach to improve educational methods and outcomes.** This will include the design and delivery of new programs that will prepare our students for success at Marist, at their first post-graduation destination, and throughout their lives. We will improve student outcomes, as measured by student satisfaction, retention, graduation rates, and post-Marist success. We will increasingly offer lifelong learning and networking opportunities to our alumni so they remain connected to their Red Fox family for life.

At a time when we have adopted the vision of improving the world, another one of our top priorities will be ensuring that Marist better reflects the diversity present within the world it serves. We will **become a more diverse, welcoming, inclusive, and equitable institution, one in which every member of our campus feels a deep sense of belonging.** As an institution that profoundly values its strong sense of community, we believe that this work is integral to the ability of every member of the College to feel equally embraced by that community, to be supported and uplifted by it, and ultimately, to thrive.

Marist 100 embraces three strategic priorities that will build upon the College's historic strengths, prepare us to meet the challenges of the current moment, and propel Marist to even greater heights.

THE THREE PILLARS OF THE STRATEGIC PLAN:

ACADEMIC VIBRANCY

Marist College will emerge as a leader in its student-centered approach to teaching and learning. Our students will benefit from the best of the liberal arts and pre-professional training through an education that is relevant, innovative, experiential, interdisciplinary, globally connected, and larger than the sum of its parts. Marist will empower its students, faculty, and staff to change the world through the generation of knowledge and societal impact.

STUDENT CENTRALITY

Marist will offer a truly distinctive student experience. As an institution large enough to offer a dynamic and engaged campus culture, yet small enough to deliver individualized care and attention, we will create an environment that allows each student to flourish. Students will benefit from world-class facilities, services, and activities that engage and develop the whole person and promote health, well-being, and overall success.

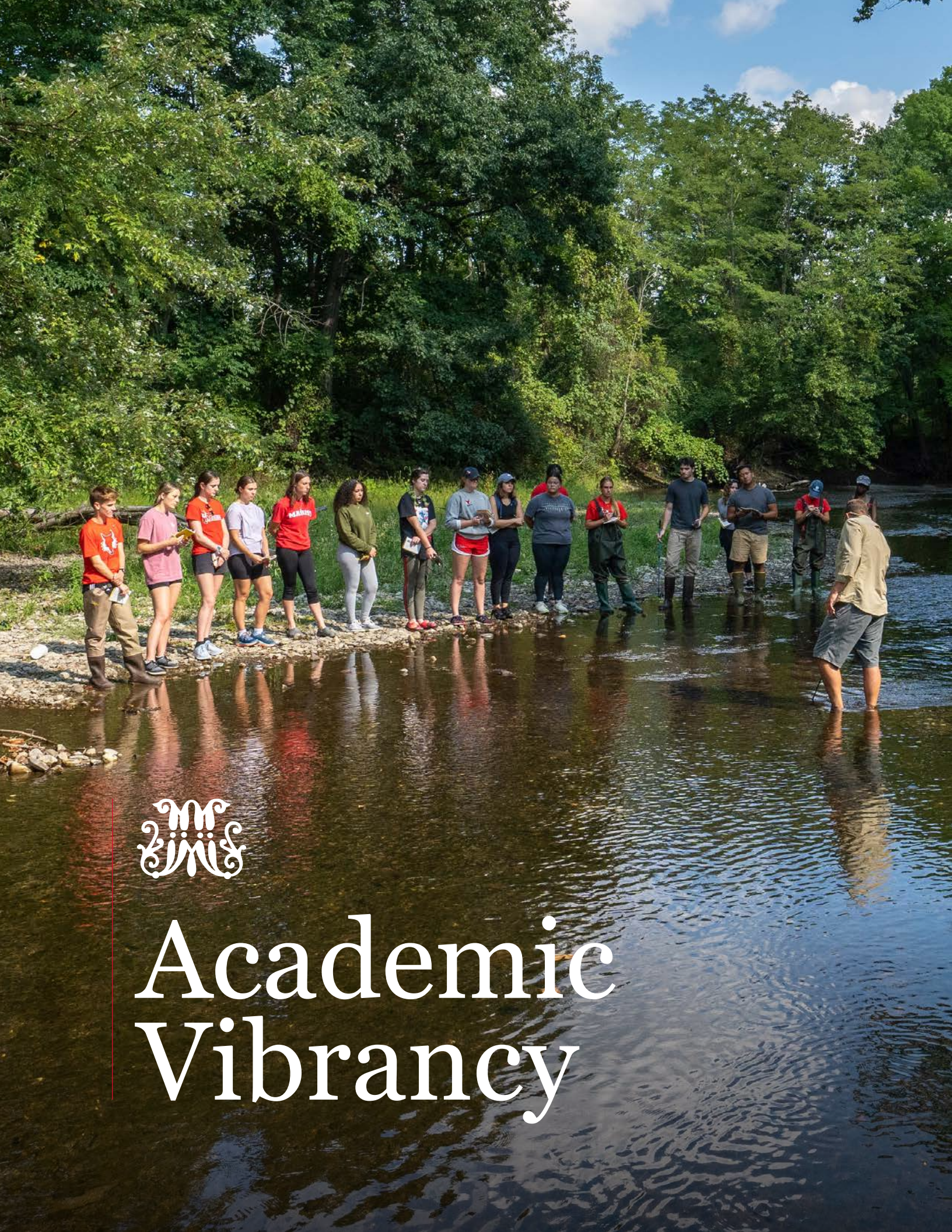
EXPANSIVE COMMUNITY

We will bring Marist to the world and the world to Marist, building a broader community and richer learning environment for all. Marist will foster a deep sense of connection and belonging among its internal, local, and global communities, one which will span generations of students and foster lifelong connection and engagement. Marist's reputation as a welcoming and inclusive community will allow the College to introduce itself to new audiences, attracting talent from an increasingly diverse range of geographies and backgrounds.

Marist will direct the full power of our resources to the successful accomplishment of these pillars, making thoughtful and responsible investments in mission- and values-aligned strategies. Yet, we are mindful of the need to emphasize sustainability and long-term stewardship in all that we do. We have therefore included additional guidance on how these pillars will be supported through both the strategic deployment and responsible stewardship of our **human, financial, environmental,** and **physical/technological resources.** Finally, we have outlined the manner in which we will monitor and assess the ongoing implementation of the plan, ensuring that accountability, transparency, and ongoing agility remain at the forefront of this process.

Conclusion

Marist 100 is the culmination of a yearlong process that harnessed the collective energy, enthusiasm, wisdom, and creativity of our community. Students, faculty, staff, alumni, members of the Board of Trustees, and friends came together to have conversations, forge new connections, and articulate an ambitious but achievable vision for the institution's future. With our vision of ***improving the world through education*** as the north star for the work we will accomplish together over the coming seven years, we look forward to successfully concluding Marist's first century, and forming the foundation for an even more exciting and impactful second century.



Academic Vibrancy

Marist College will emerge as a leader in its student-centered approach to teaching and learning. Our students will benefit from the best of the liberal arts and professional training through an education that is relevant, innovative, experiential, interdisciplinary, and larger than the sum of its parts. We will empower students and faculty to change the world through the generation of knowledge and societal impact.

The Academic Vibrancy strategies build upon the many ways a Marist education is distinctive. We offer a rich array of liberal arts and professional programs, and all undergraduate students share a common intellectual experience in our Core/Liberal Studies Program, with exposure to different disciplines, the integration of knowledge, the opportunity for ethical reflection, and the development of skills that are essential for success. Our academic programs are enhanced and augmented through our many Centers of Excellence and Honors Program, and through a powerful suite of experiential learning opportunities like faculty-mentored research, internships, study abroad, and community-based learning.

As we approach our centennial, these strategies will elevate the quality, distinctiveness, breadth, and impact of Marist's academic programs. The College will emerge as a higher-education leader in student-focused pedagogy, with a future that will be even more experiential, relationship rich, applied, and integrative.

CORE STRATEGIES

1

Enrich student learning and faculty engagement by making Marist College a leader in experiential learning and student-focused educational practices.

- Inspire student engagement and enhance outcomes by making student-focused educational practices like faculty-mentored research and community-based learning prominent in all programs.
- Ensure that all students benefit from a high-impact education by expanding participation in programs like study abroad and internships.
- Deepen support for faculty to design and deliver more experiential and transformative learning opportunities.

2 Foster and sustain a vibrant intellectual community of teacher-scholars and practitioners eager to experiment inside and outside of the classroom in the pursuit of improved learning outcomes; who are deeply committed to the academic and professional success of our students; and who produce ground-breaking scholarly, professional, and creative work.

- Promote teaching excellence, innovation, and student success by equipping Marist faculty with world-class pedagogical and technological resources.
- Empower faculty to teach, advise, and mentor students by examining teaching and advising loads and by closely aligning the evaluation and promotion of our faculty with our values and strategic priorities.
- Strengthen our academic community by investing in long-term, full-time faculty positions.
- Enrich the learning experience and help students build deeper mentoring relationships early in their academic careers by dedicating more full-time faculty to teaching first-year students and in the Marist Core.

3 Create pathways for student success by adapting what and how we teach, and through the development of programs that match student interest, societal need, and market demand.

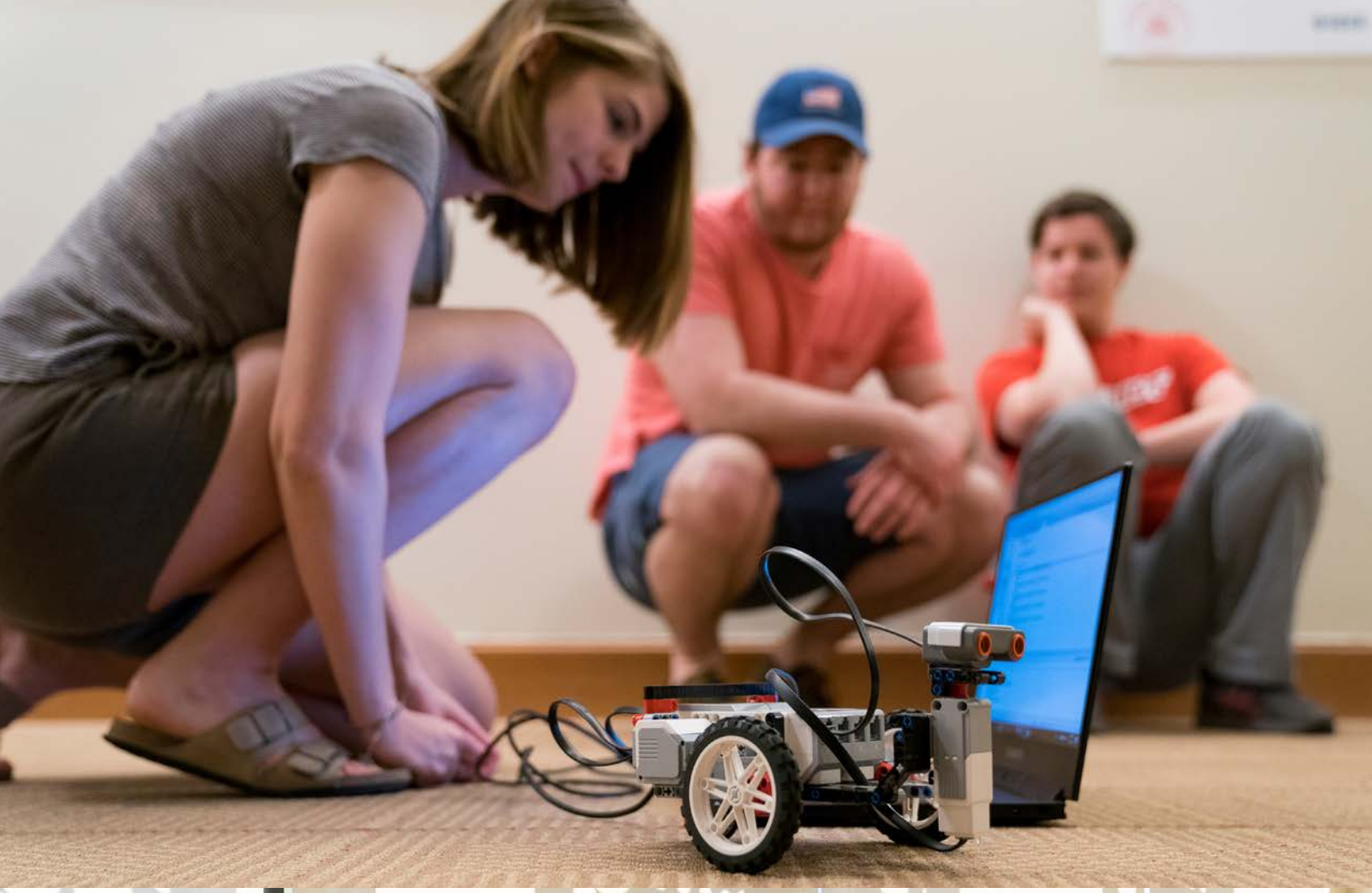
- Enhance Marist's suite of undergraduate degree programs by exploring the development of new, innovative, and interdisciplinary majors and minors.
- Augment Marist's undergraduate academic offerings by exploring the development of new certificates, badges, stackable credentials, combined/accelerated degrees, and graduate programs in a variety of delivery formats.
- Build early connections with high-school students, introducing them to the quality and distinctiveness of a Marist education, through the expansion of our pre-college programs.
- Promote agility, innovation, and experimentation through the streamlining of processes for the creation of new academic programs and the revision of existing ones.

4 Ensure that Marist undergraduates make interdisciplinary connections, solve complex problems, collaborate, and develop leadership capabilities by investing in the relevance and distinctiveness of the Marist Core.

- Empower our students to improve the world by investigating opportunities to embed leadership, global citizenship, and sustainability studies in the Core.
- Ensure that all students benefit from the breadth of learning opportunities in the Core by making it easy to navigate, flexible, and experiential.
- Foster and sustain deeper engagement by all students with the liberal arts by embracing high-impact practices in the Core.

5 Enrich academics through a curriculum and classroom experience that reflects and embraces the diversity of our society and our world.

- Ensure the impact and relevance of our academic programs by embedding and integrating elements of inclusion, equity, and diversity, as well as internationalization, in the Core, majors, and co-curriculum.
- Build a strong culture of inclusive and engaging teaching among all faculty by dedicating pedagogical resources and embracing best practices.



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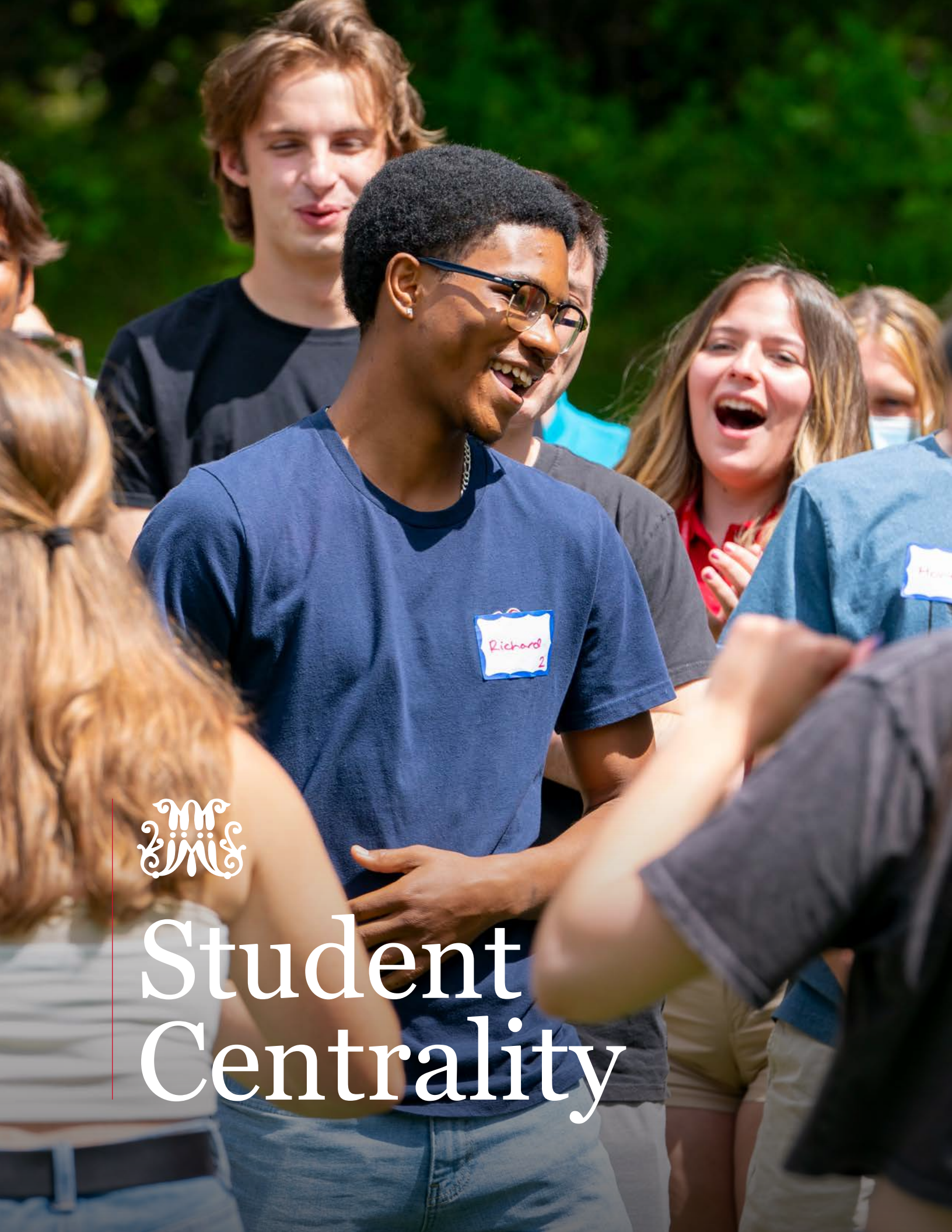


Student Centrality

Marist will offer a truly distinctive student experience. As an institution large enough to offer a dynamic and engaged campus culture, yet small enough to deliver individualized care and attention, we are uniquely positioned to create an environment that will allow each student to flourish. Students will benefit from world-class facilities, services, and activities that engage and develop the whole person and promote health, well-being, and overall student success.

Marist makes a special commitment to the talented students we admit each year—a commitment to foster the conditions and capabilities that will enable them to be academically, personally, and professionally successful, both during their time at Marist and long after graduation. Marist offers myriad activities, events, and services that promote student engagement, health, and well-being. These services provide our students with the foundation they need to excel inside and outside of the classroom.

Marist 100 will build upon these foundations to deliver a student experience that is even more student-focused, equitable, distinctive, and personalized. Marist will become recognized for the high-touch and caring manner in which it supports and engages all of its students.

CORE STRATEGIES

1

Empower students to explore, learn, find and pursue their passions, develop their voices, and lead through the creation of a dynamic campus culture offering a rich array of co-curricular and recreational activities.

- Promote student engagement, belonging, and retention through a robust suite of activities, clubs, events, and lectures that reflect the diversity of student interests.
- Facilitate student participation in community-based learning, service, work, and cultural opportunities on and off campus through enhanced and better-coordinated transportation options.
- Provide a superior student-athlete experience and contribute to the overall sense of community spirit and pride through enhancements to key facilities and Division I athletics.
- Enable students to enjoy athletic competition, make and deepen interpersonal connections, and promote their overall well-being and engagement through enhancements to club and intramural sports.

2

Enable all Marist students to meet their full potential through the delivery of best-in-class academic- and student-support services that are personalized, impactful, and easy to access and navigate.

- Assist all incoming students in successfully transitioning to college through enhancements to the design and delivery of pre-college bridge programs, orientation, first-year advising, mentoring, and academic support offerings.
- Enhance student success through the systematic use of data to identify those in need of support and ensure they receive the services necessary to thrive.
- Improve coordination and integration across academic and support centers to make services simpler for students to find and utilize effectively.
- Better leverage technology in the communication and delivery of support services.
- Ensure that support offerings and hours are responsive to the needs of all Marist students, including international, graduate, adult, and commuter populations.

3 Create an environment that allows students to thrive through a holistic approach to health and the many dimensions of well-being.

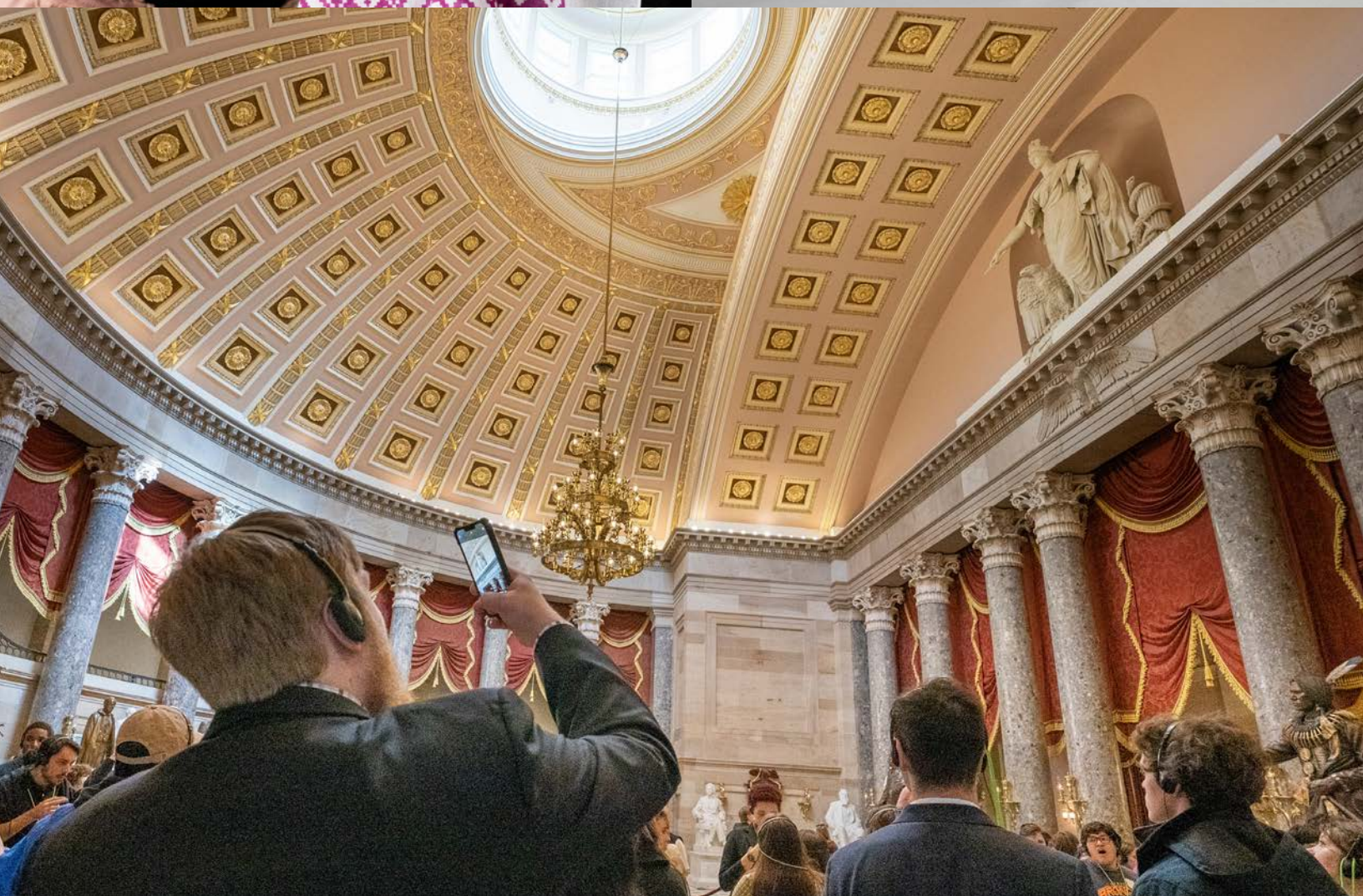
- Offer expanded and integrated services for all Marist students through a centralized health and wellness hub.
- Assist students in navigating challenges through a more dedicated case-management approach that connects students with relevant on- and off-campus resources.
- Develop additional resources for students experiencing unexpected hardships—in order to cover basic needs including food, transportation, and housing, including during breaks and intersessions.

4 Ensure that all students have equal access to every benefit Marist offers by removing barriers to full participation and integrating principles of equity across the student experience.

- Promote equity in the academic experience by identifying and addressing any disparities in educational outcomes or student success measures based on demographic traits or intersectional identities.
- Ensure that Marist students have equitable access to co-curricular offerings, including opportunities to participate in mentored research, internships, and short-term or semester-long study-abroad programs.
- Promote equitable access to resources and recreational opportunities across student populations and identities.

5 Amplify the transformative power of an in-person educational experience through investments in student-centered spaces and resources.

- Build a culture of engagement, collaboration, experimentation, and creativity through the activation of outdoor and indoor spaces where students can build relationships and gather to perform, collaborate, or work independently on projects and creative activities.
- Investigate opportunities to deliver intellectual, social, cultural, and co-curricular programming through expanded living-learning communities in the residence halls.
- Invest in physical spaces and support structures that enhance the graduate, commuter, international, and adult student experience.



Expansive Community

We will bring Marist to the world and the world to Marist, building a broader community and richer learning environment for all. Marist will foster a deep sense of connection and belonging among its internal, local, and global communities, one which will span generations of students and foster lifelong connection and engagement. Marist's reputation as a welcoming and inclusive community will allow the College to introduce itself to new audiences, attracting talent from an increasingly diverse range of geographies and backgrounds.

To succeed in our ambitious vision of improving the world through education, the Marist community will need to reflect the diversity of the world it serves. Marist will recruit, retain, and support an increasingly talented and diverse faculty, staff, and student body, and foster the conditions whereby all members feel welcome, supported, and valued. This will lead to a richer learning environment and community for all.

This plan calls upon Marist to deepen its connections with Poughkeepsie and the greater Hudson Valley, fostering relationships and partnerships that benefit and enrich the College and the community. Further, we will prepare our students for a future that is increasingly global, and globally connected, by expanding our international programs, infusing global concepts into the curriculum, and making Marist an institution of choice for international faculty, students, and staff. As Marist reaches new global audiences, we will also seek to deepen ties to our alumni family, delivering lifelong connection and value.

CORE STRATEGIES

1 Expand the Marist community through the recruitment, retention, and support of an increasingly talented and diverse faculty, staff, and student body.

- Ensure that the student body reflects the plurality of our society and world through the recruitment and retention of students with great potential from different identities, backgrounds, and experiences.
- Make a Marist education more accessible and affordable to talented students from all socioeconomic backgrounds by directing resources to better meet student financial need.
- Increase the representation of racial, ethnic, and other forms of diversity among faculty and staff through the latest techniques and tools in talent acquisition, and the availability of relevant resources and supports for search committees.
- Engage, professionally develop, and retain diverse faculty and staff with rich and supportive programming, resources, mentoring, and policies.

2 Foster and sustain a strong sense of belonging and inclusion so that every member of the Marist community feels welcome, supported, and valued.

- Foster a vibrant, supportive, and inclusive campus culture through ongoing learning opportunities that celebrate differences and encourage open dialogue.
- Create a reflective and thoughtful culture committed to continuous improvement through the regular assessment of the campus climate.
- Make the campus increasingly accessible and inclusive, through the adoption of Universal Design principles and incorporation of elements to make physical spaces more welcoming to all.

3 Build upon Marist's strong international foundations to deepen our institution's connection with the world and empower members of our community to succeed in and contribute to a society that is globally interconnected and interdependent.

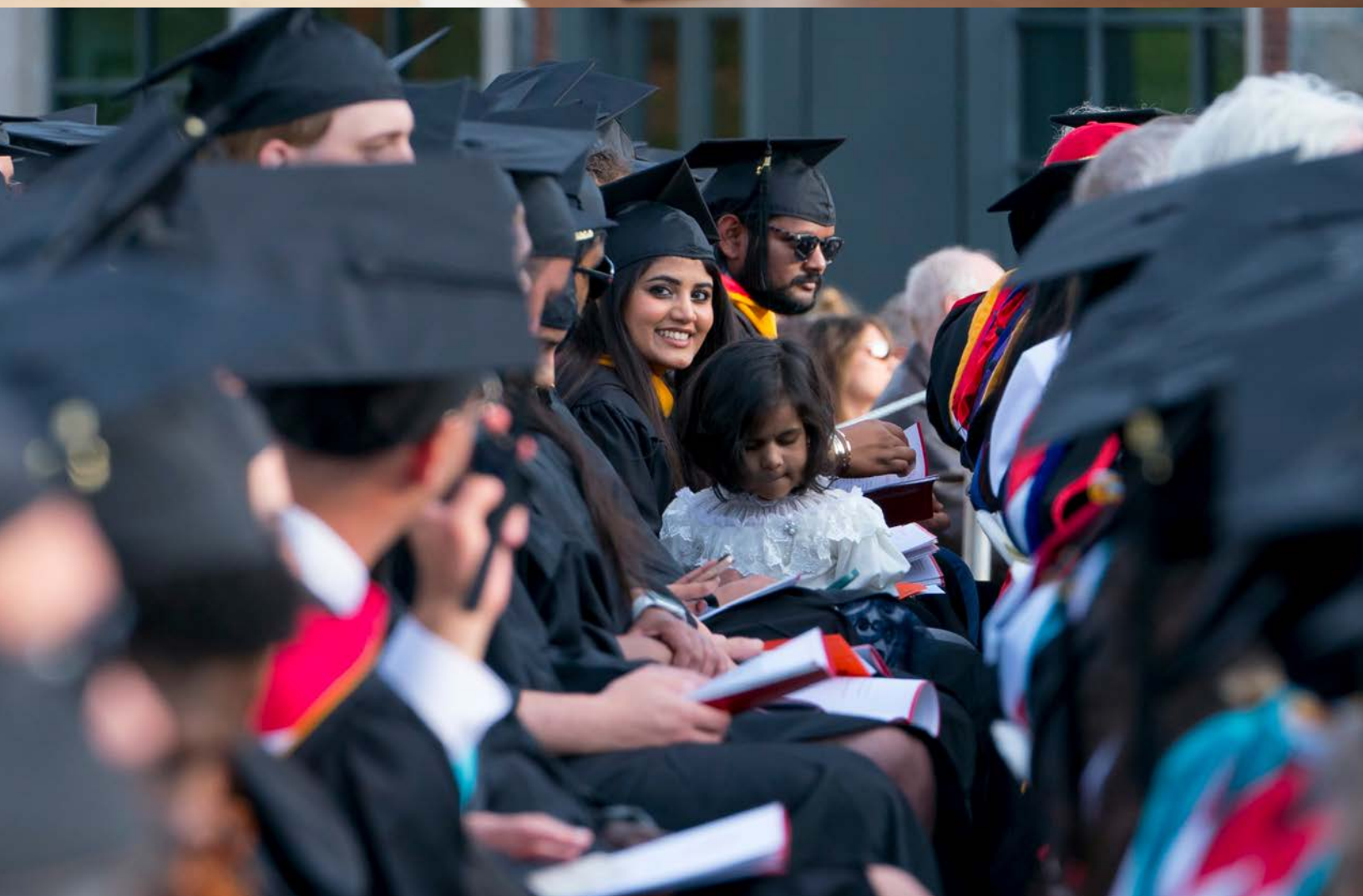
- Ensure the vitality of signature international programs and locations, including the Florence branch campus and Dublin and Madrid sites, through investments that enhance the student experience and promote student success.
- Broaden student participation in a variety of international programs, enhancing access across all student populations and disciplines.
- Expand education abroad opportunities in geographies such as Africa, Asia and the Pacific, the Americas, and the Middle East, alongside Marist's traditional strengths in Europe.
- Make Marist's Poughkeepsie campus a premier destination for international faculty, staff, and students through the development of robust resources, services, and culturally responsive programming.

4 Enhance the academic experience as well as the College's reputation and reach through new and deepened connections with signature industry, academic, and community partners.

- Build on the success of our distinctive Centers of Excellence such as the Center for Civic Engagement and Leadership and Marist Poll to attract students and allow them vibrant co-curricular experiences.
- Explore opportunities to develop new, and enhance existing, corporate and nonprofit partnerships and centers that enhance teaching, learning, scholarship, and career outcomes.
- Investigate opportunities to enrich the academic environment and raise Marist's profile through the development of consortia, the hosting of academic conferences, or the creation of partnerships with other educational institutions, especially those in the Hudson Valley.
- Deepen our connections to the greater Poughkeepsie and Hudson Valley communities, including the development of impactful civic and community engagement opportunities that enhance the educational experience for students while benefitting the local community through Marist's talent and resources.

5 Ensure that our growing alumni population feels a deep and lifelong sense of belonging through the creation of new, and the strengthening of existing, opportunities for academic, professional, and personal connections with Marist.

- Continue to engage the alumni population in the intellectual, cultural, and social life of the College through communications, in-person events, and virtual programs.
- Meet the ongoing educational and professional needs of alumni throughout their lifetimes, through a variety of continuing education, networking, and career services offerings.
- Expand opportunities for alumni to support current and future Marist students through philanthropy, mentorship, networking, internship and job opportunities, and admissions-focused events and programs.



Turning Our Pillars Into Practice

***Marist 100**'s* three pillars were carefully designed to enrich academics, to place student success at the center of all that we do, and to create a broader and more inclusive campus community with a strong sense of belonging.

These pillars lay a foundation for ***what*** the College will achieve as we approach and surpass our centennial. The careful planning and operations that will support this vision of Marist's future—***how*** we will collectively accomplish these strategies—is also central to the success of this plan. The strategies will be successful only if the College strategically deploys and thoughtfully stewards its human, financial, environmental, and physical/technological infrastructure.

Our People

People are at the heart of Marist's distinctive and relationship-rich educational experience, and we recognize that an investment in our faculty and staff is an investment in our future. To accomplish the ambitious vision set out in this plan, Marist will provide a vibrant, supportive, and inclusive work environment that fosters the growth, development, and well-being of all faculty and staff.

As an employer of choice, we will provide superior onboarding, mentoring, training, and professional development that support our employees from their earliest days at Marist and enable them to grow and thrive throughout their careers, both personally and professionally. We will foster a diverse and inclusive workplace culture that celebrates differences and values individual contributions, working to eliminate barriers to success and promoting a culture of belonging where all employees feel valued and respected. We will adopt policies and practices that promote work-life balance and flexibility and offer wellness programs that support physical and mental health. We will provide competitive compensation and benefits packages to attract and retain top talent across all categories of employment, and will work to ensure that policies, incentives, recognitions, and rewards are aligned with our values and strategic priorities.

Our Finances

We enter ***Marist 100*** in an enviable financial position for a college of our size: substantial and liquid resources, manageable debt and additional capacity for borrowing, strong bond ratings, and a long history of positive operating results. Our financial strength is a distinct competitive advantage, and we have opportunities to jumpstart elements of the plan from existing resources.

Yet, ***Marist 100*** is bold and far-reaching in its ambitions and will need resources beyond those that can be provided by our budgetary capacity or balance sheet. In addition, we are mindful of everyday pressures on our budget, which will only intensify as competitive forces intensify. Even as we pursue an aggressive agenda, we will need to demonstrate forms of fiscal prudence that have defined Marist for decades, and exercise utmost care to ensure that the College will thrive for decades to come.

As such, we will take a holistic approach towards resourcing ***Marist 100:*** inspire a greater degree of philanthropic support from our alumni, parents, friends, and grant-funding agencies; reallocate existing resources to emergent priorities; and derive additional revenues by launching new programs and ancillary businesses. In doing so, we will be innovative and entrepreneurial by creating competition amongst ideas, investing in those with the most promise in the achievement of our mission, and adjusting or sunsetting those that do not deliver.

Most importantly, we believe the effective execution of the ideas espoused in this plan will be sustainable and contribute to, not detract from, the College's financial health. Investments in improved student outcomes will provide even greater returns on investment in a Marist experience, deliver excellent value at a time when the country is questioning whether a college education is worth the investment, and expand interest and demand in the distinctive education we provide. We see this as the best path to ensure Marist's long-term financial health and viability.

Our Natural Environment

As an institution of higher education, Marist College has a moral obligation to responsibly steward its natural environment; to adopt sustainable practices wherever possible across its operations; and to meaningfully integrate a sustainability mindset across its curriculum, co-curriculum, and research and recreational activities. We are proud of the actions the College has taken to promote environmental sustainability to date but recognize that the scope of the challenge facing our world requires us to do much more, and to do so in a manner that is more intentional and better coordinated than past efforts.

Marist will centralize and coordinate environmental sustainability initiatives, which will help the College reduce its impact on the environment and encourage a sustainability mindset in problem-solving and decision-making. We will also audit the College's carbon footprint and draft a sustainability action plan, to be completed within two years of the strategic plan's adoption. Such a plan will address renewable energy sources, sustainable development, waste and emissions reduction, as well as the creation of landscapes that support biodiversity.

Our Built Environment

Just as Marist is committed to the responsible stewardship of its natural environment, so too will we remain attentive to our built environment. Marist is fortunate to have one of the most beautiful and functional learning environments of any college or university, with superior academic and residential facilities and a world-class technological platform that allow members of our community to learn, connect, engage, and thrive. This is a significant competitive advantage for the College. Throughout the period covered by ***Marist 100,*** we will continue to invest in Marist's physical plant and technological infrastructure, ensuring that they support our broader vision and goals.

To accomplish this, Marist will conduct an assessment with a nationally recognized firm to have a verified third-party benchmark of our facilities. This report will lay the groundwork for a new campus master plan, to align future capital projects with the priorities identified in the strategic plan. We will envision ways to maintain the beauty of campus while also reflecting the increasing diversity and creativity of our community through an infusion of public art, technology, and signage to enhance our sense of place, identity, and wayfinding. We will also investigate opportunities to adopt new technologies and enhance existing ones, to maximize resiliency and efficiency and enable institutional innovation across all academic and operational areas.

Implementing the Plan

The adoption of ***Marist 100*** represents an important moment in our College's history, one in which our community has come together to identify and articulate the steps we will take over the years ahead to ensure that Marist is able to deliver on its vision of ***changing the world through education***. The plan's adoption does not mark an end to this planning process, but rather the beginning of a second and equally important implementation stage, which will be carried forward over the next seven years through the annual operational planning cycle.

Accountability

The overarching goals and strategies articulated within each of the plan's three pillars will inform the creation of annual operational plans within each of Marist's divisions, schools, and departments. ***Marist 100*** sets the institution's strategic path forward, with the annual plans existing at a level of greater detail than the multi-year strategic plan, identifying the specific tactics necessary to achieve the plan's goals and assigning responsibility for execution. To ensure that we are making progress toward our institutional goals, operational plans will identify key performance indicators that will be tracked and reviewed on a regular basis.

Agility

Marist 100 identifies opportunities for the College to achieve its vision that draw upon the collective wisdom of the campus community and the most rigorous research on higher education available at the time of its creation. As a living document, we will continue to monitor, evaluate, and adapt the plan, if necessary. The regular assessment of the plan will ensure that our strategies remain responsive to changes in our internal or external environments.

Transparency

One of the plan's greatest strengths is the broadly inclusive, collaborative, and transparent process through which it was developed. The deep and sustained engagement of our entire community allowed us to incorporate insights and ideas from across the institution, resulting in a better product. We intend to approach the operationalization and ongoing assessment of ***Marist 100*** in much of the same way. We will share frequent updates on our progress toward strategic goals, regularly inviting feedback from our community on the plan's implementation.

Steering Committee Co-Chairs

Emily Saland, Vice President, Strategic Initiatives and Chief of Staff

James Snyder, Dean, Academic Engagement

Steering Committee Members

Haseeb Arroon '14/'17M/'19M, Director, Institutional Data, Research, and Planning

John Bartlett, Professional Lecturer and Director, Fashion Program

Gabriel Borbon '23, President, Student Government Association

Jessica Boscarino, Associate Professor and Chairperson, Political Science

Tony Carrizales, Associate Professor of Public Administration

Christina Wright Fields, Assistant Professor of Education

Sean Kaylor '90, Vice President for Enrollment Management

Alan Labouseur '90, Professor of Computer Science

Matt McMahon, Assistant Dean for Student Affairs

Rob Shanahan '83, Former President and CEO of Lightower Fiber Networks; Member of the Board of Trustees

Julin Sharp, Assistant Vice President, Digital Learning Platforms and Technology

Alicia Slater, Dean, School of Science

Beth Veasey, Vice President, Business Affairs/ Chief Financial Officer

Working Groups

Academic Excellence

Addrain Conyers (Co-Chair), Assistant Provost for Faculty Development/Associate Professor of Criminal Justice

Alicia Slater (Co-Chair), Dean, School of Science

JaimeLynne Bishop, Manager for Instructional Design

Obidinma Egbokwu, Class of '24

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

Marina Giraldo, Class of '24 (M.S. Physician Assistant Studies)

James Honan '78, Senior Lecturer on Education, Harvard University; Member of the Board of Trustees

Kimery Levering, Associate Professor of Psychology

Michael Lewis, Registrar

James Melitski, Professor of Public Administration

James Morrow-Polio, Director, International Programs

Jacqueline Reich, Dean, School of Communication and the Arts

Student Support

Eitel Lauría (Co-Chair), Professor and Director of Graduate Programs

Matt McMahon (Co-Chair), Assistant Dean for Student Affairs

Eileen Gilfedder Altobelli '82, President of the Alumni Executive Board; Member of the Board of Trustees

Julie Byron, Assistant Athletic Director

Jamie Cocco-Simmons, Director of Student Financial Services Operations

Christina Wright Fields, Assistant Professor of Education

Christina Fojas, Clinical Assistant Professor of Physical Therapy

Maggie Gravano, Class of '25

Dabby Hines, Director, Center for Advising and Academic Services

Mary Jones, Executive Director, Center for Career Services

Marisa Moore, Director, Counseling Services

Kathleen Weisse, Director of the Writing Center; Lecturer in English

Diversity, Equity, Inclusion, and Belonging

Edward Antonio (Co-Chair), Vice President, Diversity, Equity, and Inclusion

John Bartlett (Co-Chair), Professional Lecturer and Director, Fashion Program

Kristin Bayer, Associate Professor of History; Chairperson, History; Director of Women's, Gender, and Sexuality Studies Program

Jay Bainbridge, Associate Professor of Public Administration

Judith Creedon, Learning Disabilities Specialist

Laurie DeJong '87/P '19, President and CEO, LDJ Productions; Member of the Board of Trustees

Daniel Drewnowski, Manager Recruitment and Work Development

Emma Fredrick, Assistant Professor of Psychology

Freddimir Garcia '09/'14MBA, Diversity, Equity, and Inclusion Officer, Hudson Gateway Association of REALTORS, Inc.; Chair, Alumni D&I Advisory Board

Kumba Nyang, Class of '23

Martin Shaffer, Dean, School of Liberal Arts

Internationalization

Jessica Boscarino (Co-Chair), Associate Professor and Chairperson, Political Science

John Peters (Co-Chair), Associate Provost for International Engagement; Senior International Officer

Tony Carrizales, Associate Professor of Public Administration

Kate Donham, Associate Dean for Academic Affairs

Joe Giacalone '03/'08MPA, Executive Director of International Admission

Diane Hart '07MPA, Associate Vice President for Operations

Brother John Klein '70, FMS, Marist Brother; Member of the Board of Trustees

John (Jack) Kraus, Class of '23

Beatriz Matarazzo, Class of '24

M. Marina Melita, Senior Lecturer of Italian

Juris Pupcenoks, Associate Professor of Political Science

Julie Raines, Associate Professor of Criminal Justice

Innovation

Alan Labouseur '90 (Co-Chair), Professor of Computer Science

Julin Sharp (Co-Chair), Assistant Vice President, Digital Learning Platforms and Technology

Rebecca Albitz, Director, James A. Cannavino Library

Andrew Alongi '08/'11M, Director of Marketing

Katharine Dill, Associate Professor of Social Work

Brian Dolansky, Associate Director Safety and Security

Zion Klos, Associate Professor of Environmental Science

Jerome Pickett '98/'22M, Founder and CEO, Synth Advisory Services; Member of the Board of Trustees

Christopher Reck, Professional Lecturer of Finance

Kat Schrier, Associate Professor of Games and Emerging Media; Director of Games and Emerging Media

Elevating Marist

Sean Kaylor '90 (Co-Chair), Vice President for Enrollment Management

Daryl Richard '97 (Co-Chair), Vice President for Communication and Marketing

Amanda Damiano, Assistant Professor of Communication; Director, Center for Social Media

Caleb Davis, Class of '24

Fred Dever, Class of '87

Michael Napolitano '06/'17M, Assistant Director of Music

Tracey Niemotko, Associate Professor of Accounting

Lee Miringoff, Assistant Professor of Political Science; Director of MIPO

Tim Murray, Director of Athletics

Alvin Patrick '86, Executive Producer, CBS News; Member of the Board of Trustees

Amy Woods '97, Executive Director, Alumni Relations

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.*

MARIST.EDU/MARIST100