



2020 State of the University Address
Monday, February 3, 2020
President Marvin Krislov

This is my second State of the University address, and I want to begin by thanking all of you. Last year, we outlined some real challenges facing this University, and we laid out plans to address them. I spoke of three guiding principles. First, we needed to stabilize our finances. Second, we needed to prioritize our academic programs. And, third, we needed to build on our culture of student success.

There is still much work to do, but over the past year we have seen that these plans are succeeding. We are now in our second year of a stable budget. We are rethinking our academic offerings and building programs that will best serve our students, and this University, moving forward. We are redoubling our efforts on student success, most notably by rethinking our advising program.

And so that is why I want to begin by saying thank you. Thank you to our students, who are the heart of this institution and drive everything we do. Thank you to our alumni, for supporting your alma mater and helping create opportunities for the next generation. And most of all, thank you to our wonderful faculty and staff.

I know the changes we are making take hard work. Building a stable budget has required sacrifice. Doubling down on student success requires innovation. We know that you are all dedicated to Pace and to our students. And we know that you are all working hard and thinking strategically to help build a strong future for this University. Thank you for that, and thank you for the work you do every day.

We have accomplished much in the past twelve months. But first let's talk about where we are going. We have big plans and a bigger vision, and inevitably this will require strategic thinking and tactical adjustments. But I want to assure you that the essence of Pace—our mission, our values, our commitment to our students—will remain constant.

We will always be true to our mission of *Opportunitas*, of doing everything we can to create opportunities and advantages for all hard-working, ambitious Pace students.

We will remain committed to our multi-campus structure, with an exciting urban presence in downtown Manhattan, a beautiful, classic college campus in Pleasantville, and the dynamic Elisabeth Haub School of Law in White Plains.

We will always remain dedicated to being the best place in the country for a world-class, hands-on, skills-based education grounded in the liberal arts. We are committed to the Pace Path. That means we are working to improve the experience for our students, faculty, and staff. We are working to better support our students to succeed in their academics. And we are working to create more opportunities for everyone in the Pace Community.

But we are doing this at a challenging time. Demographics are changing. America's population is shifting, and there are fewer students of traditional college age in the Northeast. International enrollment, long a growth area for American colleges and universities, is volatile in the current climate.

More students are looking to nontraditional models, taking classes at times and in ways that work for them, rather than on-campus in a residential setting. People are becoming lifelong learners. They are returning to school throughout their lives, not always for full degrees, but also for badges and certificates.

We know that for Pace to succeed, we must embrace these changes and expand our offerings to meet the needs of today's students and today's employers.

I am pleased to announce major improvements coming to all three campuses. This is how we will build our strong future.

We have some big news in New York City.

Today I am announcing plans for a major new building on Nassau Street, down the block from our front door at One Pace Plaza West and adjacent to our historic building at 41 Park Row. It is a big step forward as we redefine our downtown campus.

This new building will be constructed by a developer, to our specifications and for our use, and it will essentially replace the east side of One Pace Plaza. We will have a brand-new residence hall in the new building, to replace Maria's Tower, and we will also have state-of-the-art common

and academic spaces, including a new library and learning center and a new dining facility. We anticipate the new building will be ready for the fall of 2023.

At the same time, we know that the world of higher education is changing. We have committed to the new building, but we have not yet determined how we will use its academic space. The new Strategic Plan will help guide that, and we will soon be starting a collaborative, community-wide process to determine the best uses for the new academic spaces, helping to position us for our strong academic future.

To fund this project, we will be selling valuable development rights on One Pace Plaza. Once the Nassau Street building is complete, we will take down One Pace Plaza East, including Maria's Tower. We will take advantage of the three years of Nassau Street construction to figure out the best use of the east side of One Pace Plaza to support our future plans.

Everything in One Pace Plaza East will be up and running in the new building before the old building comes down, except a theater. Floorplates in the new building are not big enough to accommodate one. Our performing arts programs are a big part of Pace and integral to our future. We are committed to finding other spaces for our students to train and perform in during construction, and the long lead time and collaborative planning process will give us the opportunity to ensure all of our students will always have access to the professional-quality performance spaces they need.

There are a lot of reasons this plan makes sense, most primarily because we want to provide the Pace Community with the most up-to-date facilities, and, in this competitive market, we want to be able to deliver the best student experience.

One Pace Plaza is our signature space. That will not change. Its main entrance, opposite City Hall Park, will continue to be the face we present to the world. But we must face the reality that it is more than 50 years old. Over the last few years, we have done major renovations to its west side, including the new entrance and the Student Center. We will continue that work this summer, with an overhaul of the academic space on floors four, five, and six.

But the east side is in need of substantial upgrades that would cost us about \$100 million to complete. Additionally, we have about \$200 million or more of unused development rights on Pace Plaza, which cannot be transferred off the site. By taking down One Pace Plaza East, we are able to unlock those development rights so that we can fund this construction project while at the same time substantially increasing our endowment.

There is much more to say about this. It fits with our other New York City Master Plan projects, including an upcoming reconfiguration and renovation of space in 41 Park Row and plans to take

over the rest of 163 William Street, with a new Pace-branded lobby. My leadership team and I will be at upcoming meetings of the Faculty Councils, the Administrative Staff Councils, the Student Government Associations, and other groups to get into the details on this project, answer your questions, and get your feedback.

I think you will agree this is an exciting opportunity, and it is integral to building a strong future for Pace in New York City.

Let's look next to Pleasantville, where we spent \$110 million on Master Plan renovations in recent years to create a modern and welcoming campus. Now we are determined to build on that foundation and sustain a thriving campus community.

Since her arrival, Provost Vanya Quiñones has been laser-focused on working with leaders in Pleasantville to develop a stable and sustainable model for that campus. The good news is that finances there are improving. But there is more to do.

The Provost's Office has completed its Pleasantville Analysis, looking at our academic programs and evaluating costs, benefits, market demand, and future employment trends. A task force of faculty, staff, and administration is now working to develop plans to implement the findings. We anticipate recommendations from the task force later this semester.

But here is what we already know. Westchester has a thriving economy with growing job markets for graduates in biotech and the health sciences. A big focus of our task force's work is determining how we can best position Pace as a hub for biotech and health education in Westchester—across all five of our schools, and for all of our students. We are already in preliminary conversations with some major area biotech employers, and they are eager for interns and job applicants. Major companies want to work with our accomplished and diverse students.

We will see growth through curricular and academic innovation that responds to the region's needs. The Seidenberg School of Computer Science and Information Systems and the College of Health Professions have seen their student bodies increase dramatically in Westchester. We need to launch more interdisciplinary programs, like the Blue CoLab partnership between Seidenberg and the Department of Environmental Studies and Science at the Dyson College for Arts and Sciences. It is focused on keeping our waterways clean, and it won a new \$150,000 grant last summer. We also need to launch new master's programs, like CHP's very successful new MS in Occupational Therapy.

In fact, given demographic trends and market demands, we are realizing that a real growth opportunity for us in Pleasantville is to enroll more graduate students. We are making progress,

with more grad students on our Pleasantville Campus this year than ever before. Undergraduates will always be at the heart of Pleasantville, creating that supportive campus community. But we also look forward to adding even more graduate students as we build new, market-responsive grad programs.

These changes are already in the works. Combined with the forthcoming recommendations from the Provost's task force, they will ensure that Pace has a strong and successful future in Pleasantville.

Finally, at the Elisabeth Haub School of Law, the big news is that Horace Anderson has been appointed dean on a permanent basis. Dean Anderson is a smart leader with a strong vision for this law school. We are all excited about what is going to happen there under his leadership.

In his time as interim dean, and together with his faculty, Horace developed a plan to move Haub Law forward. Most important, this year the school achieved financial stability. Also this year, for the first time, *U.S. News & World Report* ranked us at the No. 1 environmental law program in the country. Building on that solid footing, this new plan will move the school to long-term sustainability and a robust future.

The three pillars of this plan are continuing to set up students for success in a cost-effective manner; being strategic about the use of our spaces in White Plains; and connecting more effectively with our community.

We are going to maximize the Flex JD option that has already proven such a success, allowing students to study with us on schedules that work for them. We are going to revive the Health Law and Policy certificate program. We are going to leverage our No. 1 ranking in environmental law to attract more students, and we are going to work to advance our criminal justice and immigration law programs. Haub Law will also partner with other Pace schools on joint programs, like the BBA/JD created with Lubin and the MBA/JD that's in development.

We are going to find new revenue streams, including targeting new international markets for our LLM and SJD programs and finding better ways of monetizing the campus, for example with summer programs. And we are making plans to use Haub Law's space more efficiently, in a few cases by selling underused properties and in others by consolidating our operations so that we can rent space to partners or host other Pace operations. That beautiful campus is a great asset, and we must responsibly maximize its use.

All of these moves are making a difference, and will position us well. All law schools have been through an uncertain time lately, and I know there have been challenges at Haub Law. We thank

the faculty and staff for their ongoing commitment—and I know that we all look forward to Haub Law’s strong future.

Now, I want to give some context for all these exciting steps forward. Everything we are doing aligns with the new Strategic Plan we are in the process of developing. The Strategic Plan will set a long-term vision for the University, and we will identify shorter-term strategies to help us achieve those goals.

The Strategic Plan Task Force, made up of faculty, staff, and students, has been leading the process. We completed a market research study to identify opportunities and challenges as we move forward. Guided by that, the Task Force has been at work articulating our vision and enumerating our guiding values. They are now defining the institutional priorities that will give us direction as we move forward. Those include:

- Being nimble in designing and offering innovative and interdisciplinary academic programs oriented toward future skills;
- Leveraging our locations and our connections as we evolve to meet the demands of a changing workforce; and
- Nurturing a culture of belonging and connectedness across departments, schools and colleges, and campuses.

There is a lot more work to do. Starting later this month, the Strategic Planning Task Force will hold Town Hall meetings on all three campuses to discuss the plans in progress and gather feedback. Thank you all for participating and for your help on this important project. When this work is complete, the Strategic Plan will be a vital roadmap as we build our future.

Even as we are developing that plan, we know there are certain things we must focus on immediately.

We must move more aggressively into online and continuing education. It is where the market is moving, and if we are not there we will be left behind. Shawn O’Riley and his team at the newly renamed Office of Professional Education and Special Programs are breaking down barriers and creating innovative new programs.

In fact, in the new *U.S. News* rankings, four of our online programs are ranked in the Top 40.

We are dropping the iPace name and fully integrating online undergraduate education into our curriculum. We will make more undergraduate programs available online, which will both help us attract more fully online adult learners and also provide more flexibility for our on-campus

undergraduates, who sometimes need to take advantage of classes on their own schedule because of jobs or family obligations.

We have revamped our online MBA, so that we will be the first university in New York City offering a fully online, AACSB-accredited MBA degree. With the School of Education, we have also launched a brand-new, fully online MA in Higher Education Administration and Student Affairs. Going forward, we will be adding four to six new online programs per year.

Professional Education and Special Programs has successfully reinvented itself as a University-wide collaborative partner, able and eager to work with all programs and schools to help them deliver online education. Across the University, we must become similarly innovative and collaborative in order to succeed, and I know we must work to create better structures and incentives for interdisciplinary collaboration across our schools.

There are so many more efforts, across the University, driving us toward our strong future.

We know that Pace's proud diversity is a great source of our strength. Last year, we hired Tiffany Hamilton as our first-ever chief diversity officer. Her job is to make sure that we live up to our commitments on diversity, equity, and inclusion, and she has already restructured her office to make sure that we are thinking about these important issues in everything we do.

We are making progress in our search for our first-ever associate dean for advising. This is key to our work to better support our students and help them succeed. Once hired, this person will work with the faculty and lead an effort to implement the recommendations of our Task Force on Advising.

We are standing strong in our commitment to immigrant students and to our international students. We have launched the new Global Asia Institute in Dyson College to support study of Asian cultures and history and to celebrate Asian heritage among our students.

We are strengthening our support for our student veterans, including building a new veterans center in Pleasantville and planning one for New York City.

I will soon be launching a Presidential Task Force on Mental Health, a group of faculty and staff on all three campuses, to help us identify University-wide strategies for confronting what is becoming a national crisis and giving our students the support they need to succeed.

And, finally, we have begun a major new branding effort, which will help us better tell all these stories. This work has helped inform the Strategic Planning process, too. You will hear much

more about the branding effort later this year. And you will get to know our new Vice President for University Relations, Mary Baglivo, who joined us just last month. She is overseeing that project and all of our storytelling and communications.

That's a lot, I know. But I do not want to end today without also giving a shout out to some of our great accomplishments of the last year.

We passed our Middle States accreditation with flying colors, the most successful result Pace has seen in decades. Thank you to everyone—especially Jean Gallagher—who worked so hard on that effort.

Our undergraduate graduation rate increased, we launched new programs across our schools, and our students and faculty continued to win major awards.

Our faculty and staff are continuing to win major research grants. This year, we received a \$372,000 grant from the National Science Foundation to fund new high-tech imaging equipment for faculty and student research in Dyson, and a \$230,000 grant from the National Security Agency to support student scholarships in Seidenberg. We have also dedicated significant new internal funding to support faculty in their research and scholarly pursuits.

We are making major new strides in philanthropic support. Our Spirit of Pace Awards dinner last year raised more money than ever before. We are launching a new fundraising event, Pace Celebrates, to cement our status as an anchor institution in Lower Manhattan. And we are making progress in building a culture of giving back among our alumni. Already this fiscal year, we have received two different \$1 million gifts to support scholarships. Small gifts matter, too. If you are an alumnus, get involved and help support today's students. And if you talk to alumni, encourage them to get involved, too.

Our College Fed Challenge team won the national championship for the fourth time in six years.

We are building new partnerships, like the School of Education's new teaching collaborative with the New York City Department of Education that is starting this month.

For the first time last spring, we had a graduating class of physician assistants in Pleasantville.

Our Setters sports teams have been having some of their best seasons ever.

And right now, eight times a week, a current PPA undergrad, Celia Gooding, is knocking them dead on Broadway as the star of the hit musical *Jagged Little Pill*. She is just one of the many PPA students and grads who are making it big.

Finally, I also want to commend two other important members of the Pace family. At the end of this academic year, Nira Herrmann will end her term as dean of the Dyson College of Arts and Sciences, and Neil Braun will end his as dean of the Lubin School of Business. Nira will take on an important new role, continuing as a professor of mathematics while overseeing our interdisciplinary efforts and also directing a new program in data science. Neil, who had a long and successful professional career before he came to Pace, is moving on to a new chapter. I thank them both for their leadership, and wish them every future success.

We have searches well underway for new deans, and we have a very strong group of candidates. As the search committees proceed in their work, you will have a chance to meet finalists on campus visits.

My ultimate message today is simple. What we do at Pace is important. What we do makes a difference. We create opportunities for our students, their families, and their communities.

And the efforts we have made in the last few years to build a strong foundation for this University, the sacrifices we have all made and changes we are all adjusting to, are paying off.

Thank you for what you do. Thank you for what you have done. Thank you for what you will continue to do.

Building a strong University is hard work. But we are succeeding. Together, all of us at Pace will create our strong future.

Thank you.