

Mission, School Goals, and Priorities for Academic Year 2022-2023

This document is intended to guide our work in the 2022-2023 academic year. Keep in mind that the priorities are not static and might shift to accommodate changing needs and School activities throughout the year.

Mission:

NYU Wagner prepares public service leaders to translate ideas into actions that have an effective and lasting impact on the public good. Our faculty's research changes the way people frame, understand, and act on important public issues. We provide our students with critical skills, access to all that New York City has to offer, and a deep understanding of the context surrounding public service challenges—which they use to improve cities and communities across the globe.

School Goals:

To work towards our mission, we will accomplish the following long-term goals:

1. Attract students who have:

- The ability to benefit most from the opportunities we provide
- Academic skills to succeed in our programs
- Demonstrated commitment to public service
- Diverse backgrounds

We do this to ensure our students have the greatest impact on public service.

2. Provide students with:

- Key competencies that can be clearly documented, including:
 - Sophisticated broad analytic, writing, and presentation skills
 - Deep topic-specific knowledge and skills
 - The ability to produce results in a diverse and complex world
- Easy access to information, tools, and resources needed to plan and manage their matriculation and trajectory through graduation
- A framework to think about their potential career path so they have an enhanced knowledge of public service career opportunities; and services and networks to tap into for employment opportunities

- A sense of belonging to the Wagner community—that speaks to the varied needs of our student body—so they are engaged students and alumni with an appreciation for the value of their degree and their Wagner experience

We do this so the education we offer is valuable and valued, and so students stay connected to the school as alumni.

3. Recruit, develop, retain, and reward a diverse faculty who:

- Are creative, productive researchers
- Are effective teachers
- Engage directly with public service
- Support conversations about diversity
- Have developed networks for students and colleagues

We do this so faculty positively influence students as public service leaders, and produce research that has an impact on public service.

4. Be seen as leaders within NYU by:

- Recruiting, developing, retaining, and rewarding a diverse staff who actively engage with our mission and deliver high-quality work while demonstrating a high level of customer service
- Engaging in partnerships with other schools, centers, and colleagues
- Taking the lead on piloting new initiatives
- Ensuring we are making fiscally responsible decisions
- Being respectful of the diverse needs of the NYU community

We do this to be a force multiplier—extending our reach and improving the University's and our ability to have an impact on public service.

5. Ensure that our faculty, alumni, students, and staff are well known among:

- Public service leaders
- Potential donors
- Potential employers
- Peer schools
- Potential faculty recruits
- The NYU community

We do this to attract students, scholars, and funding to accelerate our impact on the public good.

Priorities for Academic Year 2022-2023

When we begin to plan for the next academic year, our school priorities help us to find focus and inform our individual and unit goals. For academic year 2022-2023 (like the last two years), we have a pared down list of priorities. These priorities build off of how we adapted over the past two years of hybrid work, leveraging what we've learned, but also looking ahead to Wagner's move in 2024.

1. **Teaching and Learning** – Continue to incorporate innovative approaches to educate our students and support our faculty, both in their teaching and research efforts, including helping students and faculty adopt and blend online tools and functions into their in-person work.
2. **Community** – Ensure a sense of community and maintain strong relations across our various constituencies—students, faculty, alumni, staff, our NYU partners, and external audiences—as we reconvene together in person, while continuing to utilize best practices learned from a virtual environment.
3. **Student Recruitment and Retention** – Identify and focus on in-person and online modalities and strategies to strengthen our recruitment, retention, and support of our students to ensure their success, with a particular focus on educating prospective and current students on the academic and professional growth opportunities that are unique offerings of our school.
4. **Experiential and Professional Opportunities** – Provide our students and alumni access to experiential and professional opportunities, with a renewed focus on our already existing embeddedness in New York City and urban communities beyond NYC.
5. **University-Wide Collaboration** – Partner with University-wide counterparts and central offices to exchange ideas and best practices and integrate efforts and initiatives into the broader context of the University.
6. **2024 Move Preparation** – Encourage forward-thinking planning for how we will carry out our mission and operations at Wagner's new home on 17th Street in 2024.

Although not specifically listed as individual priorities, we want the foundation of how we do our work and the critical decisions that result from this to value and strengthen the following themes and organizational processes:

- **Inclusion, Diversity, Belonging, Equity, and Access (IDBEA)**: bringing an IDBEA lens to the work that we do to underscore and further our commitment to the values of IDBEA.
- **Data Collection and Data-Driven Decision-Making**: utilizing and improving existing data sources, as well as identifying knowledge gaps and new data sources, to develop

reports and reporting mechanisms that enable the better use of real-time data in assessment and decision-making

- **Continuous Quality Improvement (CQI):** evaluating existing processes and procedures for inefficiencies or ineffectiveness, identifying service deficiencies, and proposing and implementing innovative solutions
- **Cross-Unit Collaboration:** encouraging and relying on individuals and/or groups from different units coming together and collaborating on initiatives and projects