

BROOKLYN COLLEGE

Strategic Plan
2018–2023

Brooklyn College Survey on First Year of the Strategic Plan

Report on Results

April 2019

Office of Institutional Research and Data Analysis

GOAL 1: ENHANCE OUR ACADEMIC EXCELLENCE.

For each of the following items, please select ONE option below it that you think the College should prioritize.

1.A. Improve undergraduate, masters, and doctoral programs that distinguish our strengths in the liberal arts, sciences, business, creative arts, and education to support students for success locally and globally.

Objective	Count	%
The provost, deans, chairs and departments, and Faculty Council will critically examine our undergraduate and graduate academic offerings, through regular program reviews, external evaluations, and annual assessment plans and reports. The analysis will ensure that our curricula, majors, and programs reflect emerging knowledge and skills and deliver academic excellence and value to students.	149	64.5%
The provost and deans will support and encourage the cross-school development and success of curricula, programs, and major/minor pairs that promote interdisciplinary work.	57	24.7%
The Wolfe Institute will annually adopt a relevant issue on which to focus and deepen curricular and extracurricular programming campus-wide.	25	10.8%
Total	231	100.0%

1.B. Attract, develop, and retain an innovative, diverse, productive, and engaged faculty and staff.

Objective	Count	%
The Office of Diversity and Equity Programs will require department-specific affirmative action plans for tenure- track, lecturer, substitute, and adjunct faculty to enhance opportunities to hire minority and women faculty in areas where they are underrepresented.	53	22.9%
The Office of the Provost, in collaboration with deans and departments, will create and implement a campus-wide, school-specific, robust faculty mentoring program to develop and retain faculty at all career levels.	53	22.9%
Brooklyn College Foundation and the deans will fundraise for endowed professorships, to enhance faculty travel funds, and to support faculty research.	62	26.8%
The Office of the Provost in collaboration with the Office of Diversity and Equity Programs will develop a faculty task force for the support and retention of faculty from historically underrepresented groups.	23	10.0%
The Office of Human Resource Services, in collaboration with administrative offices, will develop a program for the support, mentoring, and retention of staff.	40	17.3%
Total	231	100.0%

GOAL 1: ENHANCE OUR ACADEMIC EXCELLENCE.

For each of the following items, please select ONE option below it that you think the College should prioritize.

1.C. Enhance the excellence of our teaching to support students' success and promote critical thinking and problem solving.

Objective	Count	%
The Center for Teaching will assist with the development and implementation of pedagogy-enhancement plans at the school, department, and program levels and create opportunities for instructors to receive training in best practices for excellent teaching and mentoring of students.	137	59.3%
The Office of the Provost will consolidate and strengthen teaching resources and support for new faculty (tenure-track, substitutes, and adjuncts) and enhance orientation to the campus.	94	40.7%
Total	231	100.0%

1.D. Support and promote excellent research and increase sponsored research to advance intellectual inquiry.

Objective	Count	%
The Office of the Provost will enhance staffing and resources at the Office of Research and Sponsored Programs to meet the needs of faculty across the College.	79	34.2%
The Brooklyn College Library will enhance support for research.	15	6.5%
Deans, with support from the Office of the Provost, will develop and implement a school-based workshop series for faculty to share scholarly work for peer review, critique, and support.	41	17.7%
The dean of the School of Natural and Behavioral Sciences and the Brooklyn College Foundation will work with departments to generate funds and coordinate researchers on campus to create an interdisciplinary Brooklyn College Center for Cancer Research.	39	16.9%
The dean of the School of Visual, Media, and Performing Arts and the Brooklyn College Foundation will work with departments to generate funds to advance the arts.	18	7.8%
The dean of the School of Education, in collaboration with departments and programs, and the Brooklyn College Foundation will generate funds to develop program research and deeper clinical partnerships with PK-12 schools, early childhood centers, and community-based organizations throughout Brooklyn communities.	16	6.9%
The dean of the School of Humanities and Social Sciences will work with departments and programs to generate funds to advance research and creative work in the humanities and social sciences.	23	10.0%
Total	231	100.0%

GOAL 2: INCREASE UNDERGRADUATE, MASTER'S, AND DOCTORAL STUDENTS' SUCCESS

For each of the following items, please select ONE option below it that you think the College should prioritize.

2.A. Increase our rates of student retention and degree completion. (Please select one.)

Objective	Count	%
The Office of Enrollment Management and Retention will develop, implement, and communicate a comprehensive admissions, retention, and graduation plan, including greater availability to take gateway courses, degree maps, and block schedules to facilitate full-time students' access to 15 credits per semester and 30 credits per year.	59	27.4%
The Office of Budget and Planning and the Office of Institutional Research and Data Analysis, in conjunction with academic departments, will conduct a comprehensive assessment of the demand for classes at various times to optimize offerings and scheduling for students.	31	14.4%
Departments will develop degree maps for all majors and, in concert with deans and the Office of Enrollment Management and Retention, optimize offerings and scheduling for students.	67	31.2%
The Office of Enrollment Management and Retention and the chair of the Faculty Council will work together to develop a process to ensure proper student advisement is integrated with Faculty Council's decisions regarding bulletin changes.	17	7.9%
The Office of Enrollment Management and Retention, in consultation with the provost, deans, and chairs, will develop a strategy to enhance academic advisement across campus.	41	19.1%
Total	215	100.0%

2.B. Increase students' opportunities for high-impact academic engagement, such as service learning/community-based learning, research, study abroad, and capstone courses and projects.

Objective	Count	%
Deans will develop a strategy for schools to create resources describing faculty research interests and the availability of opportunities in their research programs for use by undergraduate, master's, and doctoral students seeking research opportunities, and increase resources for such work.	71	33.0%
The Center for Teaching will support departments developing capstone courses and experiences for undergraduate, master's, and doctoral students across disciplines.	35	16.3%
Schools will increase the number of students participating in new and existing research and scholarship activities such as the National Institute of Health's (NIH) MARC and RISE Programs, National Science Foundation's (NSF) REU Programs, the Mellon Transfer Student Research Program, the Louis Stokes Alliance for Minority Participation and Research, and the Brooklyn College Listening Project. Working with the Division of Institutional Advancement, deans will increase support for the most promising programs.	54	25.1%
The Office of International Education and Global Engagement and departments and programs will collaborate on the identification, development, and integration of international study into the degree objectives for students.	15	7.0%
The Office of Scholarships will work with students to help them gain experience in applying for funding and will modify existing workshops to better aid students planning to conduct research.	40	18.6%
Total	215	100.0%

GOAL 2: INCREASE UNDERGRADUATE, MASTER’S, AND DOCTORAL STUDENTS’ SUCCESS

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

2.C. Increase scholarships and financial aid and facilitate students’ access to them

Objective	Count	%
The Office of Financial Aid, the Office of the Bursar, and the Office of Scholarships will streamline internal processes to enable students to take full advantage of financial aid opportunities and scholarships.	105	48.8%
The Office of Financial Aid will publicize and enhance online tools to provide information about financial aid and assist students with the application process.	34	15.8%
The Brooklyn College Foundation will raise funds to enhance tuition scholarships for entering Scholars Program students and admit transfer students to the Scholars Program with full benefits.	28	13.0%
The Brooklyn College Foundation, deans, and chairs will create a plan to develop competitive funding packages for master’s and doctoral students.	48	22.3%
Total	215	100.0%

2.D. Enhance student support programs, including those for special populations, such as transfer students, students with disabilities, veterans, and international students.

Objective	Count	%
The Office of Student Affairs will collaborate with the Health and Nutrition Sciences’ Nutrition Clinic, the Health Clinic, Personal Counseling, the Diana Rogovin Davidow Speech-Language Hearing Center, the Office of International Student and Scholar Services, the community garden, the Brooklyn College Emergency Medical Squad, members of the Department of School Psychology, Counseling and Leadership, and others to promote student health and wellness through a Healthy Campus Initiative.	65	30.2%
The Peer Mentoring Program will expand and scale up the TransferNation Seminars and Network for transfer students, veterans, international students, and students with disabilities, and create a parallel seminar for first-time college students.	43	20.0%
The Office of Enrollment Management and Retention and the Center for Academic Advisement and Student Success (CAASS) will identify and implement the best practices for the process of granting transfer credits in general education and majors.	49	22.8%
The College will enhance its high-impact learning opportunities and increase students’ opportunities to engage in high-impact academic engagement.	36	16.7%
The Office of Student Affairs will enhance programming for students from special populations.	22	10.2%
Total	215	100.0%

GOAL 3: EDUCATE STUDENTS FOR FULFILLING WORK AND LEADERSHIP IN THEIR COMMUNITIES

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

3.A. Enhance career services for students and alumni.

Objective	Count	%
The Career Center will increase the number and percentage of students who benefit from its services. The Office of Alumni Affairs, with the support of the Career Center, will provide enhanced career resources and communications directly to College alumni.	103	48.4%
The Career Center will identify and implement best practices for career services for students and alumni.	30	14.1%
The Brooklyn College Foundation and the Office of Alumni Affairs will enhance funding for the Career Center to serve more students and alumni.	80	37.6%
Total	213	100.0%

3.B. Increase students' opportunities for engagement in the workplace and community.

Objective	Count	%
Offices that hire student employees will promote their openings through Hire BC and encourage their student staff to use the Career Center's services to ensure they are prepared for the job market.	27	12.7%
The Career Center and faculty will collaborate to identify employer contacts and include these contacts in Hire BC and job fairs.	11	5.2%
The Career Center, the Office of Alumni Affairs, and the Brooklyn College Alumni Association will deepen relationships with alumni to enhance mentoring, career development training, and job opportunities for students.	54	25.4%
The Career Center will enhance partnerships with organizations, institutions, and companies that can provide career opportunities for students.	67	31.5%
The Office of Institutional Advancement will increase students' opportunities for financial support, training, preparation, and access to paid internships.	54	25.4%
Total	213	100.0%

3.C. Infuse career development into curricular and co-curricular offerings.

Objective	Count	%
Academic departments and programs, in consultation with the Career Center, will develop career plan templates that include descriptions of prospective careers, recommended courses to prepare for those careers, and profiles of departmental alumni.	128	60.1%
The Career Center, deans, and chairs will collaborate to organize annual career-related events for each school.	85	39.9%
Total	213	100.0%

GOAL 3: EDUCATE STUDENTS FOR FULFILLING WORK AND LEADERSHIP IN THEIR COMMUNITIES

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

3.D. Prepare students to become engaged, global citizens and decision makers in a complex, diverse, and sustainable society.

Objective	Count	%
The Brooklyn College Foundation and the Office of International Education and Global Engagement will expand funding to support students to study, work, and intern abroad.	83	39.0%
The Office of Diversity and Equity Programs in partnership with the Office of Human Resources Services will offer training on cultural competence, identify areas where additional training is needed, and develop and offer new training.	38	17.8%
The Office of Student Affairs will develop and offer leadership training for students to facilitate the development of leaders, a strong student government, and effective student clubs.	33	15.5%
The Sustainability Council will work with student government to enhance Brooklyn College's 10 Year Sustainability Plan.	26	12.2%
The Office of the President will coordinate with campus stakeholders to develop programming for the We Stand Against Hate (WSAH) series to encourage debate and dialogue and prepare students to interact meaningfully with people from communities unlike their own.	33	15.5%
Total	213	100.0%

GOAL 4: DEVELOP A NIMBLE, RESPONSIVE, AND EFFICIENT STRUCTURE TO SERVE OUR STUDENTS AND CARRY OUT OUR MISSION

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

4.A. Develop a culture of transparency, service, and trust.

Objective	Count	%
The Office of Communications and Marketing will work with administrative and academic offices throughout the College to clarify and communicate the offices' responsibilities so that students, staff, and faculty can easily connect their needs with the proper offices.	142	67.6%
The Office of Human Resource Services will develop and offer new and on-going staff training in service and leadership and will offer more opportunities for professional development.	68	32.4%
Total	210	100.0%

4.B. Streamline processes and make our bureaucracy more responsive and efficient.

Objective	Count	%
The Office of Finance and Administration will develop an action plan to offer a more responsive and efficient procurement process.	73	34.8%
Information Technology Services (ITS) will partner with administrative and academic departments to computerize routine tasks that work well with CUNY-wide systems.	91	43.3%
Administrative and academic department ("units") will document departmental policies and processes ("standard operating procedures") to retain organizational knowledge and enhance best practices.	46	21.9%
Total	210	100.0%

4.C. Develop governance and management structures to advance the mission.

Objective	Count	%
Academic leaders, including deans and chairs, will make scheduling decisions based on qualitative and quantitative data, planning, budget allocations, and the College's mission.	58	27.6%
The provost and chairs will develop and implement an aggressive process for allocating, searching for, and hiring excellent faculty.	52	24.8%
The faculty, deans, provost, and president will clarify the authority and responsibility of the deans. The College will revise the governance documents to incorporate the responsibilities and authority of deans and make other governance adjustments, as needed.	77	36.7%
The College will implement the recommendations of the President's Task Force on Interdisciplinary Programs once that report is finalized.	23	11.0%
Total	210	100.0%

GOAL 4: DEVELOP A NIMBLE, RESPONSIVE, AND EFFICIENT STRUCTURE TO SERVE OUR STUDENTS AND CARRY OUT OUR MISSION

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

4.D. Increase resources to support College priorities and realign resources to those priorities.

Objective	Count	%
The Vice President for Institutional Advancement and the Brooklyn College Foundation will develop and implement a plan to increase support from current and new donors to fund institutional priorities.	49	23.3%
The Offices of Finance and Administration, Government and Community Relations, and Communications and Marketing will develop plans to increase additional revenue-generating opportunities on campus.	26	12.4%
The Offices of the President, Government and Community Relations, and Institutional Advancement will work with CUNY, New York State, New York City, and private donors to increase support for Brooklyn College.	111	52.9%
The administration will realign resources based on our strategic planning priorities and the College’s mission.	24	11.4%
Total	210	100.0%

4.E. Enhance campus facilities, technology, and infrastructure, with an emphasis on sustainable best practices.

Objective	Count	%
The Office of Finance and Administration, with the Office of Facilities, Planning and Operations, will undertake a comprehensive review of campus systems, buildings, and grounds to create a plan to meet our needs with available funding.	94	44.8%
Deans and faculty will develop a comprehensive assessment of research and lab facilities and work with the Office of Facilities, Planning and Operations to develop a plan to enhance them.	29	13.8%
The Office of Facilities, Planning and Operations will incorporate best practices in sustainability in facilities operations and in planning future facilities.	24	11.4%
The Office of Finance and Administration and the Office of Facilities, Planning and Operations will assess the current work-order system, evaluate the methods used at other CUNY units, and create a timely and responsive system for work orders.	29	13.8%
Information Technology Services (ITS) and Academic Information Technologies (AIT) will regularly convene feedback sessions with end users to consult on the development and improvement of IT/AIT services on campus.	14	6.7%
The Office of Finance and Administration and the Office of the President will assess the distribution of overhead monies from science grants and prioritize the use of the funds for science labs.	20	9.5%
Total	210	100.0%

GOAL 5: LEVERAGE BROOKLYN COLLEGE’S REPUTATION FOR ACADEMIC EXCELLENCE AND UPWARD MOBILITY

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

5.A. Develop institutional pride and a shared sense of purpose.

Objective	Count	%
The Office of Communications and Marketing will communicate strategic priorities and mark progress toward completing our goals to underscore a shared sense of purpose.	53	26.0%
Through the Office of Communications and Marketing, the College will celebrate student, faculty, staff, and alumni achievements in Brooklyn College’s monthly e-newsletter.	56	27.5%
Through the Office of Communications and Marketing, the College will encourage problem solving and successful innovations across campus by featuring a “Problem Solved” column in the monthly e-newsletter.	30	14.7%
The Office of Human Resource Services will extend the institutional mission to our own staff by publicizing policies that encourage and support staff to earn college degrees and advance their professional goals.	35	17.2%
The Brooklyn College Alumni Association (BCAA) endeavors to increase alumni engagement.	30	14.7%
Total	204	100.0%

5.B. Promote Brooklyn College’s leadership in accessibility, diversity, excellence, and social mobility.

Objective	Count	%
The Office of Communications and Marketing will develop and implement a comprehensive communications plan for promoting Brooklyn College’s strengths in accessibility, diversity, excellence, and social mobility.	53	26.0%
The Office of the Associate Provost for Faculty and Administration will offer training to faculty to promote their research and become public intellectuals and will partner with the deans and the Office of Communications and Marketing to provide workshops on skills, such as how to write an op-ed and how to promote a book.	36	17.6%
The Offices of the President, Academic Affairs, Institutional Advancement, and Communications and Marketing will promote Brooklyn College in the national conversation about accessibility, diversity, excellence, and social mobility in higher education.	76	37.3%
The Office of Diversity and Equity Programs will assess how we promote diversity and recommend best practices.	39	19.1%
Total	204	100.0%

GOAL 5: LEVERAGE BROOKLYN COLLEGE’S REPUTATION FOR ACADEMIC EXCELLENCE AND UPWARD MOBILITY

For each of the following numbered items, please select ONE option below it that you think the College should prioritize.

5.C. Position and develop Brooklyn College as a vital resource to advance the public good in our borough.

Objective	Count	%
The Office of Communications and Marketing, working with the Offices of Government and Community Relations and Institutional Research and Data Analysis, will promote the College’s impact on Brooklyn.	39	19.1%
Coordinated through the Center for the Study of Brooklyn (CSB), deans, chairs, and faculty will provide opportunities for students to give back to the community, through academic-community partner programs and volunteer opportunities like the Department of Accounting’s Volunteer Income Tax Assistance (VITA) program, the Environmental Sciences Analytical Center’s soil testing service, the Diana Rogovin Davidow Speech Language Hearing Center, and partnerships with New York City public schools.	47	23.0%
The Center for the Study of Brooklyn will strengthen partnerships with organizations and projects that share our commitment to advancing the public good, such as the Brooklyn Museum, the Brooklyn Historical Society, the Brooklyn Botanic Garden, the New York City Department of Education, the New York City Department of Environmental Protection, the Mayor’s Office, community boards, city parks, the National Park Service, the Rockefeller Foundation, and the Department of Sanitation’s Compost Project, and increase students’ opportunities to engage with them.	118	57.8%
Total	204	100.0%

5.D. Improve the mechanisms of communication to strengthen our reputation and identity.

Objective	Count	%
The Office of Communications and Marketing, in collaboration with Information Technology Services (ITS), students, faculty, and staff, will redesign Brooklyn College’s public and internal websites to enhance the College’s brand by aligning design and content with institutional priorities, and to improve functionality in serving key constituencies.	94	46.1%
Information Technology Services (ITS) and the Office of Communications and Marketing will enhance the community’s ability to advertise events.	17	8.3%
The Office of Communications and Marketing will develop and implement a plan for featuring faculty research and scholarship in a manner that is publicly accessible and enhances Brooklyn College’s reputation for academic excellence.	54	26.5%
The Office of Communications and Marketing will develop a comprehensive social media strategy that incorporates the College, institutional sites (including the Office of Admissions, the Career Center, and the Office of Alumni Affairs), and campus influencers.	39	19.1%
Total	204	100.0%

RESPONDENT BACKGROUND INFORMATION

I am:	Count	%
Student	6	4.5%
Staff	50	37.9%
Faculty	72	54.5%
Alumni	2	1.5%
Other	2	1.5%
Total	132	100.0%

Respondents were asked to specify if they chose "Other". Responses given:

Staff and Adjunct Faculty	1
Urban Toiler	1

OPEN-ENDED COMMENTS

Thank you for participating in our survey. Do you have any additional feedback?

Actionable items that directly yield concrete, observable change/improvement should generally be prioritized over more "fuzzy" enhancements to reputation/prestige. Actively enabling our students' success, especially in career & personal development, will naturally improve institutional pride, develop a shared sense of purpose, and engender a more sustainable, long-term fundraising environment.

All employees should be valued and when they demonstrate commitment to our students and behave as the embodiment of our Motto they should not be forced to choose between doing a job they love and having their salaries cut to minimum wage .

BC is in desperate need of a formal, consistent, unchanging Bulletin that is easily searchable, and its use not only encouraged but insisted upon. Stop allowing departments to change their curriculum so often. Do away with allowing students to switch bulletins. Instead, institute a program that identifies the best and quickest application of their credits and in turn determines the bulletin they fall under.

Consider extracting the strategic plan goals into a web application with a timeline view that enables simplified status tracking and reporting.

Degree maps and course offerings/availability given when students need them is key to retention and graduation.

Failing to change BC's governance (let's all say: "College Senate" together) means all of this is for naught, and the slide to mediocrity will continue unobstructed.

Focus on more specific and concrete goals. Work with offices and institutions that are already working towards goals. For broader goals, gain knowledge before developing complex plans with concrete benchmarks.

Give every student a C in every course so they can graduate quickly and get a job at \$36K a year.

Great survey!

I see that that the Office of Communications and Marketing is included in many of the actions listed here. I hope that they enhance their ability to get anything successfully accomplished as so far I have seen scant success from that area. I would like to know when a new, better website will be created. That seems a top priority. Our clunky website is at the moment a huge turn off. We'd do well to enhance our reputation on many fronts by starting there.

I'm a full time staff - College Laboratory Technician, and an adjunct faculty. The new PAC should advertise through a mailing or other circular regarding its events to the local community surrounding the college as they may not know it is open and presenting performances.

Important to reduce the huge amount of waste at Brooklyn College.

It is my belief that we need to rework the messaging within the culture. Focusing on what's positive and what we are able to do well goes a long way for morale and to motivate people to work well. If we can established a visible shared mission, more people may feel better about their jobs. I also feel that there need to be measures of accountability for faculty. They are a tremendous resource and many do not engage at the level they should be. I personally feel that workforce development and career development are crucial areas that we need to focus on. We are a means to upward mobility and we cannot make good on that mission if we are not including much needed supports for career awareness and development.

Item 15 - seems odd that there is zero mention of faculty involvement.

ITS needs to create a "guest" WiFi network so that members of the academic public who visit Brooklyn College are able to use the Internet while on campus.

OPEN-ENDED COMMENTS

Thank you for participating in our survey. Do you have any additional feedback?

I think it is wonderful that we are working on this plan and that you are conducting this survey. Speaking from a staff perspective, I can tell you that there are a lot of people here who are passionate about their job and just may not have the resources to do as much as they want to do. Faculty are obviously very important and vital to our college, but I think that if there was more staff support, it would probably even be easier for faculty to get things done, especially in utilizing higher level staff members. I have noticed around CUNY that new positions posted are often for Assistant to HEOs, and I think I understand the reasoning of that, but I think all departments can benefit from highly educated and trained staff who can collaborate with faculty to help programs be successful. Our faculty members have studied for years to become the leading experts in their field, and I think utilizing positions like program managers, and creating new and innovative staff positions can help in making our institution even stronger. There are so many people who are passionate about academia and education, but are unable to secure faculty positions or just know that their service strengths lie outside the classroom. I think we are doing great work in trying to secure new faculty lines, but I think we can help serve students better and help faculty to have more time for pedagogy if we are able to train, effectively utilize, promote, and recruit engaged, dedicated, and energized staff members. We have so many great people here already that I think this could only help us. Additionally, anything that can be done to streamline the processes here would be crucial. Everything, from admissions to purchasing to hiring, these days requires so many steps, so many levels of approval, and so much paperwork that it can become demoralizing. I am all for transparency and integrity; I do not want anyone to ever feel we are misusing funds or abusing trust. However, we need to find ways to make sure we live up to our morals and ethics, while still making it possible to get things done. Our students love it here because I think they love their professors and the people who help them, but so many of them have no idea of the struggle it takes behind the scenes to make even little things happen at times. They experience this themselves when they try to get an answer to a question and sometimes find confusion or a complex process ahead of them. These two factors can help us tremendously to keep growing as a strong, engaged, College. Thank you again for taking the time to get our feedback and for all the work you do; speaking for myself, it is appreciated! One final thing, if you need faculty, staff, and students to work with you to make sure that we are properly funded by the state --I think we would all be behind you as well! Thank you again, and best of luck with this process!

More tenure track faculty lines — the absolute top priority for a college is having robust, diverse academic departments. Every other desired outcome is served by that.

no

No. For many of the items it was challenging to prioritize a single item. I understand that this is being done in response to Middle States.

Paint the clock tower. It carries the tone for the rest of the school

Please improve the custodial staff moral and duties they are treated poorly

Question 1: my answer is based on the "most harmless" of the options

Reinstate the performing arts center

some

The college desperately needs more full-time faculty to achieve all of these goals. The college needs to put resources into fewer administrators, more full-time faculty. The administration must advocate with CUNY Central and NY State government for pay equity for adjuncts, who teach the majority of classes at BC on poverty wages and simply cannot contribute more fully to the goals of the college given the constraints of their work schedules.

OPEN-ENDED COMMENTS

Thank you for participating in our survey. Do you have any additional feedback?

The continued over reliance on the Office of Communications and Marketing is going to end in expensive failure. There are too many people working for that Department, the two new jobs being advertised for them are just going to add to a bloated, incompetent unit that have yet to do anything for the common good. Also - we see a lot of situations in which students and their education are last in line and being hurt by administrative decisions about resource allocation. This survey appears to be designed to justify re-prioritization of goals. Will the raw data and responses to this anonymous survey be available to the University Community at large? And - is this really anonymous or just confidential? (To be followed by a weeding out of those of us who speak truth to power?) Staff morale is at the lowest point I've ever seen it.

The only feedback I have is that some of the choices are extremely difficult and very much discipline oriented. I hope that projects for which a lot of effort has already been made (e.g. the Cancer Research Center) does not lose priority due to lack of votes. That would be extremely damaging and demotivating to key stake holders, faculty and students at BC and could motivate some professors to leave

The terminology used in the survey would be confusing to most students and many staff I know. The focus needs to be on attracting students (the website and interior buildings are embarrassing), guiding students (eliminating the labyrinth of runarounds and excessive processes) and out boarding them with professional skills and job preparation as a requirement.

There needs to be an internal review of existing departmental and college committees. Committees take up valuable faculty time. They need to be productive or disbanded. Committees need to have clear goals and deadlines.

This College should focus on our strengths--the diversity of our students and the communities we serve. This means we must cut the administrative bloat that is getting in the way of the educational mission, and make a serious commitment to our students (more than 50% of whom live at or below the poverty line, measured in real wages), and plan, strategically, for a realistic future rather than one based on false advertising. We should also quit pretending that we're a research institution when we provide little to no resources for it. And the President's quest for a c.v. line has already eaten up the resources of the BC Foundation--what are our strategic advantages in pursuing a Cancer Research Center? None, especially when one considers how much yet another rainbow chasing exercise does nothing to advance our students' access to high-quality education and our faculty's abilities to advance knowledge. We have a film school operating in the red; if the business school receives accreditation it will evince nothing more than how corrupt that system has become, and now we chase something else so that senior administrators can pursue their next move. That's cynical, and this exercise in "evaluating" our strategic plan provides only 22. to evaluate how little the administration cares about the educational mission. Note all of the "branding" above. We need more than branding; we actually need to care. And, what's more, this survey is disingenuous. Middle States criticized the strategic plan for being far too unrealistic in its ambitions, which has been a constant criticism of the "500 benchmark" problems inherent in its conception and implementation; and that there were too many benchmarks. Rather than admitting to this fatal flaw, we're merely asked to prioritize a deeply flawed plan.

This survey doesn't get to the heart of the issues that are facing the majority of our students. Some of these issues can be easily remedied with personal attention, tailored programs to the middle achievers, and an exchange of support and services with the Brooklyn community where the college is located.

Transparency must start from the top. For example, the decision to hide the comments on the fiasco regarding the professor who advocated rape was one that went in direct opposition to transparency. Also, the college administration needs to focus on long-term planning rather than reacting to things at the last minute resulting in sub-par rush jobs.

OPEN-ENDED COMMENTS

Thank you for participating in our survey. Do you have any additional feedback?

Very number & complicated names of bureaus sounds alert that bureaucracy already overgrown & beyond effective service to academic role of the liberal arts college that this used to be.

While I appreciate the spirit of this survey, I found it disheartening, unwieldy, and inappropriate. We were asked to choose between very important items that did not seem commensurate. We were asked to give things to departments or units we know little about. We were asked to give feedback on real issues and problems well outside of our scope.

Dear Brooklyn College community,

Earlier this month, the Middle States Commission on Higher Education sent a Site Team to visit Brooklyn College to assess the campus for accreditation. At the end of the visit, the Site Team issued a formal report indicating that the Team believed that the College had met the Middle States standards for accreditation. In its report, the Site Team praised the College for having developed a comprehensive 2018-2023 Strategic Plan through an inclusive process that allowed all relevant stakeholders to participate.

The Site Team's report included a number of suggestions for the College to continue to meet the Middle States accreditation standards. Among them, the Team suggested that we prioritize and streamline our Strategic Plan. To that end, and holding true to our promise to treat the Strategic Plan as "a living document" (SP page 3), we are writing to request your input on the Plan. Please complete the following survey, which will help us to focus the Plan. We are not proposing changing any of the goals or subgoals that we have been working on this year. We are seeking your recommendations with regard to how to prioritize the work on our Strategic Plan going forward.

We are asking all major stakeholders to participate in this survey, including staff and faculty, as well as leaders among our students, alumni, and donors. Your responses to this survey will be tallied with others. This process will help us to identify our priority strategic actions, which will help us focus the Plan and, ultimately, achieve our goals.

This anonymous survey of 21 questions should not take long to complete. It also includes an opportunity for you to provide any feedback or ideas you have. This survey will close on Tuesday, April 23 at midnight. We greatly appreciate your input!

Sincerely,

President Michelle J. Anderson, Provost Anne Lopes, and Associate Provost Tammy Lewis

GOAL 1

ENHANCE OUR ACADEMIC EXCELLENCE

For each of the following numbered items, please select the ONE option below it you think the College should prioritize.

- * 1. Improve undergraduate, masters, and doctoral programs that distinguish our strengths in the liberal arts, sciences, business, creative arts, and education to support students for success locally and globally.

(Please select one.)

- The provost, deans, chairs and departments, and Faculty Council will critically examine our undergraduate and graduate academic offerings, through regular program reviews, external evaluations, and annual assessment plans and reports. The analysis will ensure that our curricula, majors, and programs reflect emerging knowledge and skills and deliver academic excellence and value to students.
- The provost and deans will support and encourage the cross-school development and success of curricula, programs, and major/minor pairs that promote interdisciplinary work.
- The Wolfe Institute will annually adopt a relevant issue on which to focus and deepen curricular and extracurricular programming campus-wide.

- * 2. Attract, develop, and retain an innovative, diverse, productive, and engaged faculty and staff. *(Please select one.)*

- The Office of Diversity and Equity Programs will require department-specific affirmative action plans for tenure- track, lecturer, substitute, and adjunct faculty to enhance opportunities to hire minority and women faculty in areas where they are underrepresented.
- The Office of the Provost, in collaboration with deans and departments, will create and implement a campus-wide, school-specific, robust faculty mentoring program to develop and retain faculty at all career levels.
- Brooklyn College Foundation and the deans will fundraise for endowed professorships, to enhance faculty travel funds, and to support faculty research.
- The Office of the Provost in collaboration with the Office of Diversity and Equity Programs will develop a faculty task force for the support and retention of faculty from historically underrepresented groups.
- The Office of Human Resource Services, in collaboration with administrative offices, will develop a program for the support, mentoring, and retention of staff.

- * 3. Enhance the excellence of our teaching to support students' success and promote critical thinking and problem solving. *(Please select one.)*

- The Center for Teaching will assist with the development and implementation of pedagogy-enhancement plans at the school, department, and program levels and create opportunities for instructors to receive training in best practices for excellent teaching and mentoring of students.
- The Office of the Provost will consolidate and strengthen teaching resources and support for new faculty (tenure-track, substitutes, and adjuncts) and enhance orientation to the campus.

* 4. Support and promote excellent research and increase sponsored research to advance intellectual inquiry. *(Please select one.)*

- The Office of the Provost will enhance staffing and resources at the Office of Research and Sponsored Programs to meet the needs of faculty across the College.
- The Brooklyn College Library will enhance support for research.
- Deans, with support from the Office of the Provost, will develop and implement a school-based workshop series for faculty to share scholarly work for peer review, critique, and support.
- The dean of the School of Natural and Behavioral Sciences and the Brooklyn College Foundation will work with departments to generate funds and coordinate researchers on campus to create an interdisciplinary Brooklyn College Center for Cancer Research.
- The dean of the School of Visual, Media, and Performing Arts and the Brooklyn College Foundation will work with departments to generate funds to advance the arts.
- The dean of the School of Education, in collaboration with departments and programs, and the Brooklyn College Foundation will generate funds to develop program research and deeper clinical partnerships with PK-12 schools, early childhood centers, and community-based organizations throughout Brooklyn communities.
- The dean of the School of Humanities and Social Sciences will work with departments and programs to generate funds to advance research and creative work in the humanities and social sciences.

GOAL 2

INCREASE UNDERGRADUATE, MASTER'S, AND DOCTORAL STUDENTS' SUCCESS

For each of the following numbered items, please select the ONE option below it you think the College should prioritize.

* 5. Increase our rates of student retention and degree completion. *(Please select one.)*

- The Office of Enrollment Management and Retention will develop, implement, and communicate a comprehensive admissions, retention, and graduation plan, including greater availability to take gateway courses, degree maps, and block schedules to facilitate full-time students' access to 15 credits per semester and 30 credits per year.
- The Office of Budget and Planning and the Office of Institutional Research and Data Analysis, in conjunction with academic departments, will conduct a comprehensive assessment of the demand for classes at various times to optimize offerings and scheduling for students.
- Departments will develop degree maps for all majors and, in concert with deans and the Office of Enrollment Management and Retention, optimize offerings and scheduling for students.
- The Office of Enrollment Management and Retention and the chair of the Faculty Council will work together to develop a process to ensure proper student advisement is integrated with Faculty Council's decisions regarding bulletin changes.
- The Office of Enrollment Management and Retention, in consultation with the provost, deans, and chairs, will develop a strategy to enhance academic advisement across campus.

* 6. Increase students' opportunities for high-impact academic engagement, such as service learning/community-based learning, research, study abroad, and capstone courses and projects. *(Please select one.)*

- Deans will develop a strategy for schools to create resources describing faculty research interests and the availability of opportunities in their research programs for use by undergraduate, master's, and doctoral students seeking research opportunities, and increase resources for such work.
- The Center for Teaching will support departments developing capstone courses and experiences for undergraduate, master's, and doctoral students across disciplines.
- Schools will increase the number of students participating in new and existing research and scholarship activities such as the National Institute of Health's (NIH) MARC and RISE Programs, National Science Foundation's (NSF) REU Programs, the Mellon Transfer Student Research Program, the Louis Stokes Alliance for Minority Participation and Research, and the Brooklyn College Listening Project. Working with the Division of Institutional Advancement, deans will increase support for the most promising programs.
- The Office of International Education and Global Engagement and departments and programs will collaborate on the identification, development, and integration of international study into the degree objectives for students.
- The Office of Scholarships will work with students to help them gain experience in applying for funding and will modify existing workshops to better aid students planning to conduct research.

* 7. Increase scholarships and financial aid and facilitate students' access to them. *(Please select one.)*

- The Office of Financial Aid, the Office of the Bursar, and the Office of Scholarships will streamline internal processes to enable students to take full advantage of financial aid opportunities and scholarships.
- The Office of Financial Aid will publicize and enhance online tools to provide information about financial aid and assist students with the application process.
- The Brooklyn College Foundation will raise funds to enhance tuition scholarships for entering Scholars Program students and admit transfer students to the Scholars Program with full benefits.
- The Brooklyn College Foundation, deans, and chairs will create a plan to develop competitive funding packages for master's and doctoral students.

* 8. Enhance student support programs, including those for special populations, such as transfer students, students with disabilities, veterans, and international students. *(Please select one.)*

- The Office of Student Affairs will collaborate with the Health and Nutrition Sciences' Nutrition Clinic, the Health Clinic, Personal Counseling, the Diana Rogovin Davidow Speech-Language Hearing Center, the Office of International Student and Scholar Services, the community garden, the Brooklyn College Emergency Medical Squad, members of the Department of School Psychology, Counseling and Leadership, and others to promote student health and wellness through a Healthy Campus Initiative.
- The Peer Mentoring Program will expand and scale up the TransferNation Seminars and Network for transfer students, veterans, international students, and students with disabilities, and create a parallel seminar for first-time college students.
- The Office of Enrollment Management and Retention and the Center for Academic Advisement and Student Success (CAASS) will identify and implement the best practices for the process of granting transfer credits in general education and majors.
- The College will enhance its high-impact learning opportunities and increase students' opportunities to engage in high-impact academic engagement.
- The Office of Student Affairs will enhance programming for students from special populations.

GOAL 3

EDUCATE STUDENTS FOR FULFILLING WORK AND LEADERSHIP IN THEIR COMMUNITIES

For each of the following numbered items, please select the ONE option below it you think the College should prioritize.

* 9. Enhance career services for students and alumni. *(Please select one.)*

- The Career Center will increase the number and percentage of students who benefit from its services. The Office of Alumni Affairs, with the support of the Career Center, will provide enhanced career resources and communications directly to College alumni.
- The Career Center will identify and implement best practices for career services for students and alumni.
- The Brooklyn College Foundation and the Office of Alumni Affairs will enhance funding for the Career Center to serve more students and alumni.

* 10. Increase students' opportunities for engagement in the workplace and community. *(Please select one.)*

- Offices that hire student employees will promote their openings through Hire BC and encourage their student staff to use the Career Center's services to ensure they are prepared for the job market.
- The Career Center and faculty will collaborate to identify employer contacts and include these contacts in Hire BC and job fairs.
- The Career Center, the Office of Alumni Affairs, and the Brooklyn College Alumni Association will deepen relationships with alumni to enhance mentoring, career development training, and job opportunities for students.
- The Career Center will enhance partnerships with organizations, institutions, and companies that can provide career opportunities for students.
- The Office of Institutional Advancement will increase students' opportunities for financial support, training, preparation, and access to paid internships.

* 11. Infuse career development into curricular and co-curricular offerings. *(Please select one.)*

- Academic departments and programs, in consultation with the Career Center, will develop career plan templates that include descriptions of prospective careers, recommended courses to prepare for those careers, and profiles of departmental alumni.
- The Career Center, deans, and chairs will collaborate to organize annual career-related events for each school.

* 12. Prepare students to become engaged, global citizens and decision makers in a complex, diverse, and sustainable society. *(Please select one.)*

- The Brooklyn College Foundation and the Office of International Education and Global Engagement will expand funding to support students to study, work, and intern abroad.
- The Office of Diversity and Equity Programs in partnership with the Office of Human Resources Services will offer training on cultural competence, identify areas where additional training is needed, and develop and offer new training.
- The Office of Student Affairs will develop and offer leadership training for students to facilitate the development of leaders, a strong student government, and effective student clubs.
- The Sustainability Council will work with student government to enhance Brooklyn College's 10 Year Sustainability Plan.
- The Office of the President will coordinate with campus stakeholders to develop programming for the We Stand Against Hate (WSAH) series to encourage debate and dialogue and prepare students to interact meaningfully with people from communities unlike their own.

GOAL 4

DEVELOP A NIMBLE, RESPONSIVE, AND EFFICIENT STRUCTURE TO SERVE OUR STUDENTS AND CARRY OUT OUR MISSION

For each of the following numbered items, please select the ONE option below it you think the College should prioritize.

* 13. Develop a culture of transparency, service, and trust. *(Please select one.)*

- The Office of Communications and Marketing will work with administrative and academic offices throughout the College to clarify and communicate the offices' responsibilities so that students, staff, and faculty can easily connect their needs with the proper offices.
- The Office of Human Resource Services will develop and offer new and on-going staff training in service and leadership and will offer more opportunities for professional development.

* 14. Streamline processes and make our bureaucracy more responsive and efficient. *(Please select one.)*

- The Office of Finance and Administration will develop an action plan to offer a more responsive and efficient procurement process.
- Information Technology Services (ITS) will partner with administrative and academic departments to computerize routine tasks that work well with CUNY-wide systems.
- Administrative and academic department ("units") will document departmental policies and processes ("standard operating procedures") to retain organizational knowledge and enhance best practices.

* 15. Develop governance and management structures to advance the mission. *(Please select one.)*

- Academic leaders, including deans and chairs, will make scheduling decisions based on qualitative and quantitative data, planning, budget allocations, and the College's mission.
- The provost and chairs will develop and implement an aggressive process for allocating, searching for, and hiring excellent faculty.
- The faculty, deans, provost, and president will clarify the authority and responsibility of the deans. The College will revise the governance documents to incorporate the responsibilities and authority of deans and make other governance adjustments, as needed.
- The College will implement the recommendations of the President's Task Force on Interdisciplinary Programs once that report is finalized.

* 16. Increase resources to support College priorities and realign resources to those priorities (*Please select one.*)

- The Vice President for Institutional Advancement and the Brooklyn College Foundation will develop and implement a plan to increase support from current and new donors to fund institutional priorities.
- The Offices of Finance and Administration, Government and Community Relations, and Communications and Marketing will develop plans to increase additional revenue-generating opportunities on campus.
- The Offices of the President, Government and Community Relations, and Institutional Advancement will work with CUNY, New York State, New York City, and private donors to increase support for Brooklyn College.
- The administration will realign resources based on our strategic planning priorities and the College's mission.

* 17. Enhance campus facilities, technology, and infrastructure, with an emphasis on sustainable best practices. (*Please select one.*)

- The Office of Finance and Administration, with the Office of Facilities, Planning and Operations, will undertake a comprehensive review of campus systems, buildings, and grounds to create a plan to meet our needs with available funding.
- Deans and faculty will develop a comprehensive assessment of research and lab facilities and work with the Office of Facilities, Planning and Operations to develop a plan to enhance them.
- The Office of Facilities, Planning and Operations will incorporate best practices in sustainability in facilities operations and in planning future facilities.
- The Office of Finance and Administration and the Office of Facilities, Planning and Operations will assess the current work-order system, evaluate the methods used at other CUNY units, and create a timely and responsive system for work orders.
- Information Technology Services (ITS) and Academic Information Technologies (AIT) will regularly convene feedback sessions with end users to consult on the development and improvement of IT/AIT services on campus.
- The Office of Finance and Administration and the Office of the President will assess the distribution of overhead monies from science grants and prioritize the use of the funds for science labs.

GOAL 5

LEVERAGE BROOKLYN COLLEGE'S REPUTATION FOR ACADEMIC EXCELLENCE AND UPWARD MOBILITY

For each of the following numbered items, please select the ONE option below it you think the College should prioritize.

* 18. Develop institutional pride and a shared sense of purpose. *(Please select one.)*

- The Office of Communications and Marketing will communicate strategic priorities and mark progress toward completing our goals to underscore a shared sense of purpose.
- Through the Office of Communications and Marketing, the College will celebrate student, faculty, staff, and alumni achievements in Brooklyn College's monthly e-newsletter.
- Through the Office of Communications and Marketing, the College will encourage problem solving and successful innovations across campus by featuring a "Problem Solved" column in the monthly e-newsletter.
- The Office of Human Resource Services will extend the institutional mission to our own staff by publicizing policies that encourage and support staff to earn college degrees and advance their professional goals.
- The Brooklyn College Alumni Association (BCAA) endeavors to increase alumni engagement.

* 19. Promote Brooklyn College's leadership in accessibility, diversity, excellence, and social mobility. *(Please select one.)*

- The Office of Communications and Marketing will develop and implement a comprehensive communications plan for promoting Brooklyn College's strengths in accessibility, diversity, excellence, and social mobility.
- The Office of the Associate Provost for Faculty and Administration will offer training to faculty to promote their research and become public intellectuals and will partner with the deans and the Office of Communications and Marketing to provide workshops on skills, such as how to write an op-ed and how to promote a book.
- The Offices of the President, Academic Affairs, Institutional Advancement, and Communications and Marketing will promote Brooklyn College in the national conversation about accessibility, diversity, excellence, and social mobility in higher education.
- The Office of Diversity and Equity Programs will assess how we promote diversity and recommend best practices.

* 20. Position and develop Brooklyn College as a vital resource to advance the public good in our borough.

(Please select one.)

- The Office of Communications and Marketing, working with the Offices of Government and Community Relations and Institutional Research and Data Analysis, will promote the College's impact on Brooklyn.
- Coordinated through the Center for the Study of Brooklyn (CSB), deans, chairs, and faculty will provide opportunities for students to give back to the community, through academic-community partner programs and volunteer opportunities like the Department of Accounting's Volunteer Income Tax Assistance (VITA) program, the Environmental Sciences Analytical Center's soil testing service, the Diana Rogovin Davidow Speech Language Hearing Center, and partnerships with New York City public schools.
- The Center for the Study of Brooklyn will strengthen partnerships with organizations and projects that share our commitment to advancing the public good, such as the Brooklyn Museum, the Brooklyn Historical Society, the Brooklyn Botanic Garden, the New York City Department of Education, the New York City Department of Environmental Protection, the Mayor's Office, community boards, city parks, the National Park Service, the Rockefeller Foundation, and the Department of Sanitation's Compost Project, and increase students' opportunities to engage with them.

* 21. Improve the mechanisms of communication to strengthen our reputation and identity.*(Please select one.)*

- The Office of Communications and Marketing, in collaboration with Information Technology Services (ITS), students, faculty, and staff, will redesign Brooklyn College's public and internal websites to enhance the College's brand by aligning design and content with institutional priorities, and to improve functionality in serving key constituencies.
- Information Technology Services (ITS) and the Office of Communications and Marketing will enhance the community's ability to advertise events.
- The Office of Communications and Marketing will develop and implement a plan for featuring faculty research and scholarship in a manner that is publicly accessible and enhances Brooklyn College's reputation for academic excellence.
- The Office of Communications and Marketing will develop a comprehensive social media strategy that incorporates the College, institutional sites (including the Office of Admissions, the Career Center, and the Office of Alumni Affairs), and campus influencers.

22. I am:

- Student
- Staff
- Faculty
- Alumni
- Other (please specify)

23. Thank you for participating in our survey. Do you have any additional feedback?