Listening Tour Methodology

- Both solicited and volunteered input
- 50+ meetings with about 150 faculty, 130 students, 170 staff, 100 alums, 40 donors, 7 electeds, 20 community leaders
- 4 forums with 200+ people attending
- 300+ survey responses
- Dozens personal emails and letters
- Not statistically significant, but remarkably consistent responses across stakeholders

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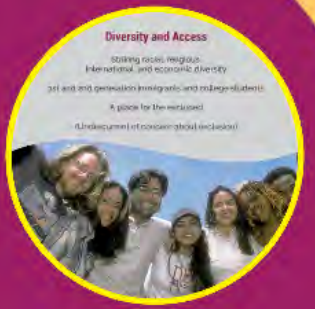
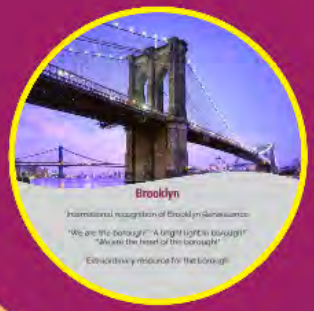
IDENTITY

Who Are We?
Anxiety about unclear identity
"Close and cheap" is not an identity
"Best Bang for the Buck" is complicated
So who are we?

Outstanding
Liberal Arts and Sciences
College with Excellent Professional and
Graduate Programs in a Research University
Humanities and social sciences, business, education,
nature and behavioral sciences,
visual, media, and performing arts, cinema
"Shaping 'citizens' in the highest sense of the word"


Diversity and Access
Striking racial, religious,
international, and economic diversity
1st and 2nd generation immigrants and college students
A place for the excluded
(Undercurrent of concern about exclusion)

Social Justice Commitment
History of protests on social justice issues
Rebellious, feisty, independent spirit: "Brooklyn College has grit"
Free speech often at center of campus controversy
Perennial concerns on boundaries of free speech


Brooklyn
International recognition of Brooklyn Renaissance
"We are the borough" "A bright light in borough"
"We are the heart of the borough"
Extraordinary resource for the borough

Gorgeous Campus
Recently students at one of the most beautiful campuses in the country
"Verdant green space and majestic architecture"
Looks by league, but serves local community

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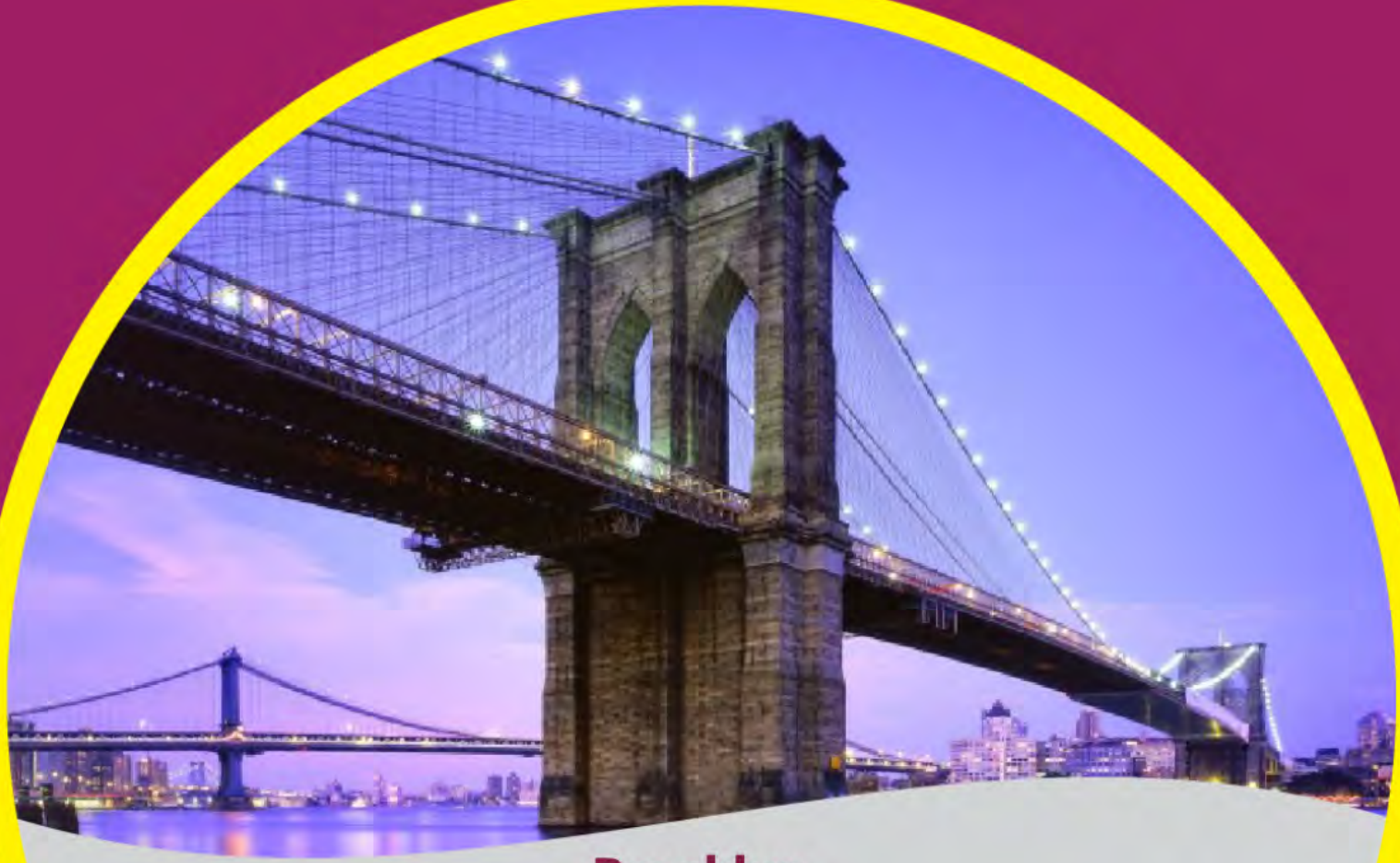

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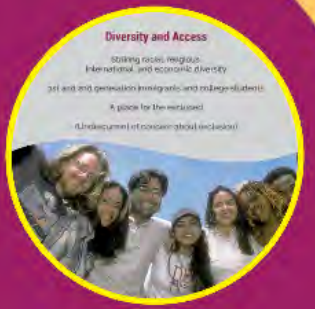
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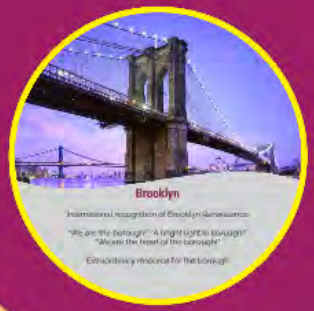
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CULTURE

Love for Brooklyn College

Students, faculty, staff, alums, donors, politicians, everyone!

Everyone passionate and deeply committed to mission

Identification with and emotional investment in the place

Commuter School

Transient population

Isolation within the crowd

Yearn for more intellectual and social engagement by and across all groups

"Daunting, Faceless Bureaucracy"

Overwhelming "Jump in you have to learn to swim!"

"BC Runaround" from one part of campus to the other

Class stratification and hierarchy

Silos of schools and departments

Practice of Good Faith

Across campus by all groups: faculty, students, staff, alums

People get choked up when they talk about BC

Assumption of Bad Faith

By every group about every other group

Bonding through common foe

Snidely Whiplash problem

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CHALLENGES

Budget

Not enough resources for anything

Monetizing everything (FTEs = gold)

"Corporatization of the academy"

Hidden pots of money???

Inadequate Communication

Not enough from administration or from faculty to students

Unexplained decisions seem arbitrary and self-serving

Not enough from college to alums
("haven't heard from BC since I graduated in 1971!")

Infrastructure

Not enough money or staff for facilities

Disrepair suggests disrespect

Decreased morale

Curriculum

Not enough seats or sections in key courses: many qualified students turned away

Imbalance in curriculum: "Major in something practical!"

Dysfunctional Structures

CUNY bureaucracy

Brooklyn College Governance

Schools and Deans

Limited accountability

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EVOLUTION

Enhance Identity

Crystallize identity and re-brand Brooklyn College

Capitalize on borough in name

Expand horizons beyond Brooklyn

Enhance recognition of graduate programs

Enhance Quality

Hire more excellent faculty, esp. diverse faculty

Promote strong research agenda

Encourage technological innovation

Enhance advising and mentoring

Enhance Culture and Humanize the Campus

Welcome new community members and foster inclusion

Create culture of recognition, service, and gratitude

Elevate controversial discourse

Enhance Communication and Decision-Making

Communicate better and more effectively

Use data and values in decision-making

Develop ambitious, strategic, multi-year goals across campus!

Enhance Resources

Lobby Albany to restore cuts and enhance funding

Streamline administration wherever we can

Develop new sources of revenue

Do more with less!

Enhance Governance

Make administration and faculty accountable

Rationalize budgets, adjuncts, and faculty release time

Make schools and deans more integral and useful

Make governance more collaborative

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