



**Stated Meeting
of the Faculty
Spring 2018**

Last Year's Listening Tour

Listening Tour focus

- Identity, Culture, Challenges, Hopes for future.

Listening Tour findings

- Need for stronger identity tied to borough and excellence.
- Need for more welcoming, responsive, and inclusive culture.
- Need to tackle huge challenges, including budget and facilities.
- Need a plan to realize a more hopeful, supportive, academically excellent future.

The Listening Tour laid groundwork for our Strategic Plan.

Strategic Plan 2018-23

Begins with a question:

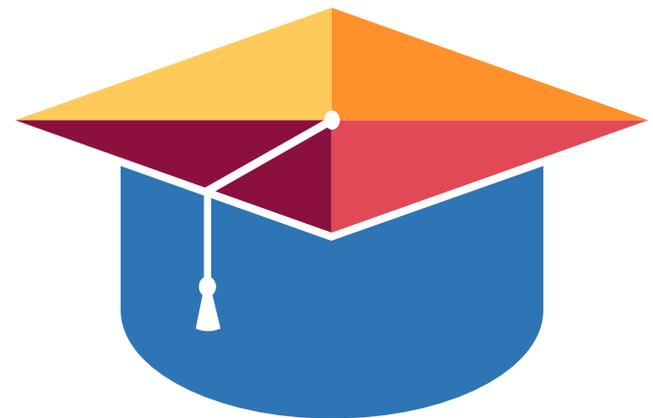


That question involves our purpose, mission, vision, and values.



Purpose: Why do we exist?

We believe in the power of higher education and scholarly research to **transform students' lives** and improve communities.





Mission: What is it that we do? 1/3

Brooklyn College provides a transformative, distinctive, and affordable education to students from all backgrounds. We are proud of our history of intellectual freedom and academic excellence, as well as our location in a borough known for innovation, culture, and the arts.

Mission: What is it that we do? 2/3

We have a special commitment to educate immigrants and first-generation college students from the diverse communities that make up our city and state. Our striving spirit reflects our motto: *“Nothing without great effort.”*

Mission: What is it that we do? 3/3

Through outstanding research and academic programs in the arts, business, education, humanities, and sciences, we graduate well-rounded individuals who **think critically and creatively to solve problems**. They become leaders who transform their fields and professions and serve our increasingly global community.



Vision: What do we want to become?

We strive to make Brooklyn College a world-class, distinctive engine of intellectual discourse and social mobility that draws on its exceptional faculty, staff, and vibrant location to graduate students and prepare them to **shape and improve the rapidly changing world** around them.



Values: What rules shape our culture?

- Diversity and inclusion.
- Transparency in information, processes, and decision-making.
- Teamwork and collaboration.
- Respect for others and engagement across differences.
- Sustainability.



Strategic Plan 2018-23: Five Goals

GOAL 1

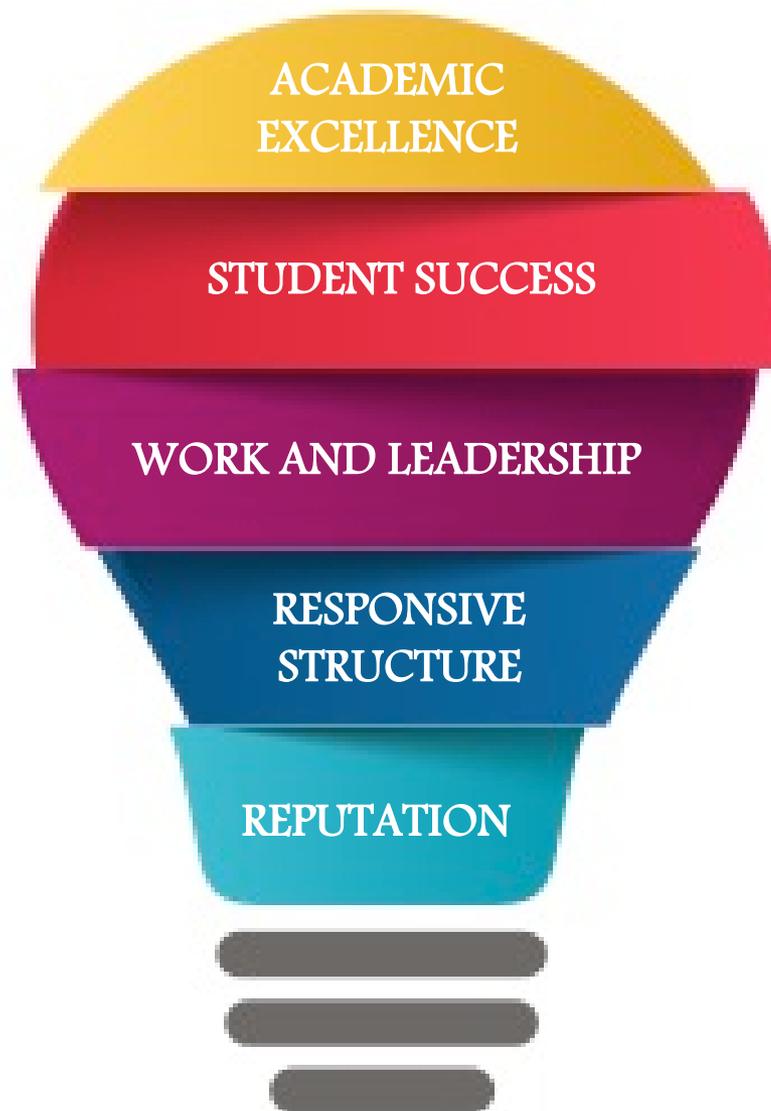
Enhance our academic excellence.

GOAL 2

Increase undergraduate, masters, and PhD students' success.

GOAL 3

Educate students for fulfilling work and leadership in their communities.



GOAL 4

Develop a nimble, responsive, and efficient structure to serve our students and carry out our mission.

GOAL 5

Leverage Brooklyn College's reputation for academic excellence and upward mobility.



Academic Excellence

GOAL



Enhance our academic excellence

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.

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

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

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





Student Success

GOAL



Increase undergraduate, masters, and PhD students' success

A. Increase our rates of student retention and degree completion.

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

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

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





Work and Leadership

GOAL



Educate students for fulfilling work and leadership in their communities

A. Enhance career services for students.

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

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

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





Responsive Structure

GOAL



Develop a nimble, responsive, and efficient structure to serve our students and carry out our mission

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

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

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

D. Increase resources to support college priorities and realign resources to those priorities.

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





Reputation

GOAL

Leverage Brooklyn College's reputation for academic excellence and upward mobility



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

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

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

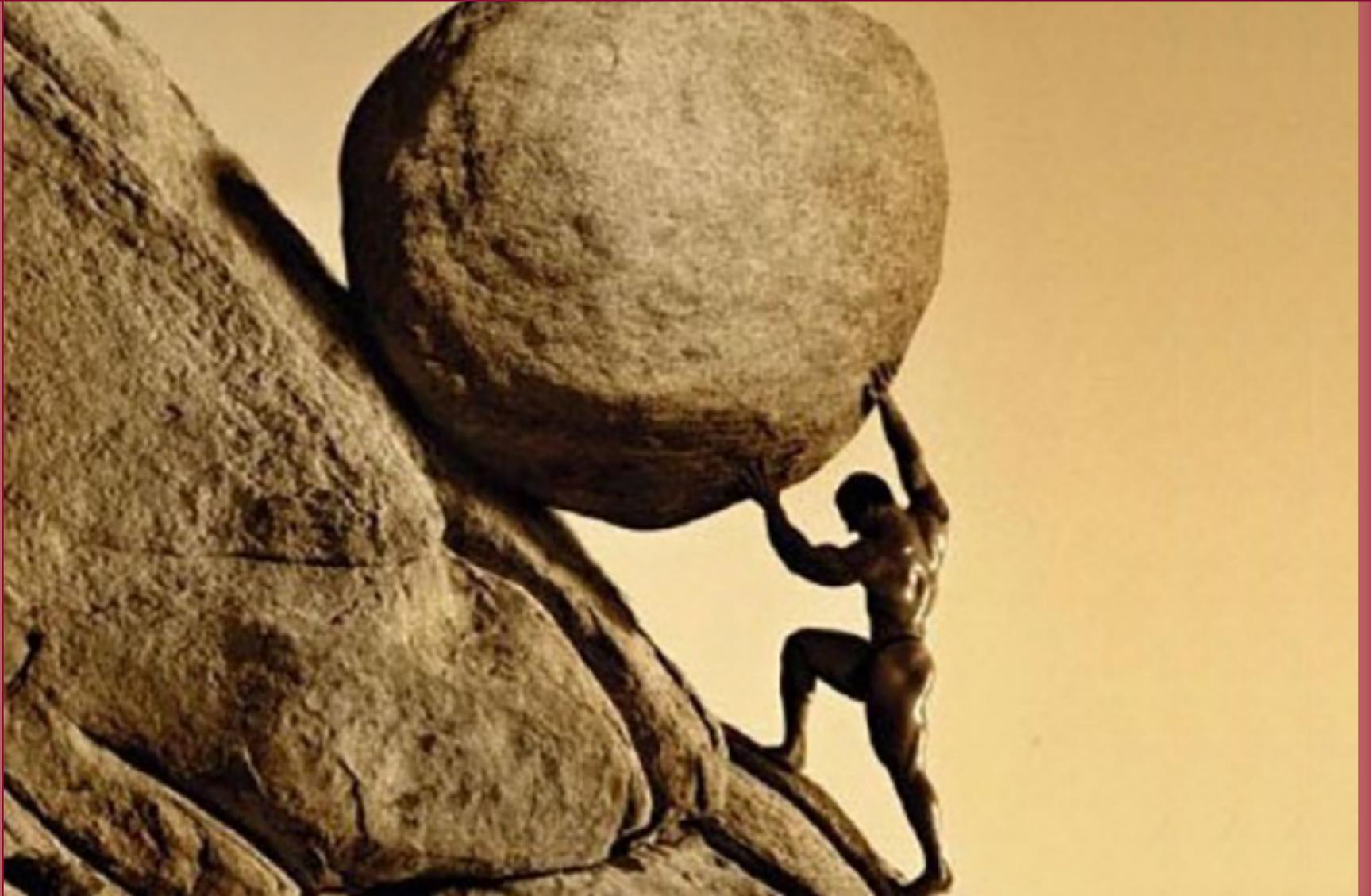
D. Improve the mechanisms of communication to strengthen our reputation and identity.





Nothing
without
great
effort

Is this the great effort of Sisyphus?



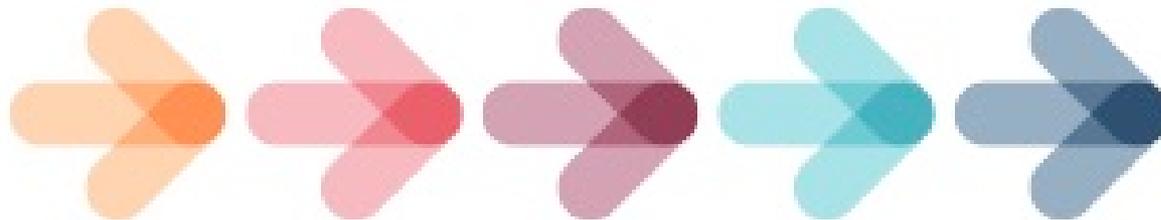
Positive Efforts at Change

- New focus on academic momentum
- “We Stand Against Hate”
- New signs of enhanced culture of inclusion
- New cooperation between staff, faculty, and administration
- Enhanced advocacy for public and private funding



Focus on Academic Momentum

- Encouraging students take 15 cred/sem.
 - TAP runs out in 4 years.
 - Excelsior Program requires 30 credits/year. Students with fewer credits not eligible.
- We are committed to enhancing our students' retention and graduation rates.
 - That means better advising with degree maps.
 - That means using data to offer the classes and sections that students need when they need them.















We Need Your Help

- We need more collaboration and trust across staff, faculty, and administration to support students.
- We appreciate your understanding about our budget and facilities challenges. We are committed to doing better in transparency, management, and communications.
- Your efforts make a difference.
 - Attendance policy to protect students' financial aid.
 - Efficiency to deliver classes/sections to students when they need them.
 - Sustainability: even small efforts help our bottom line.
 - Academic momentum to allow our students to graduate on time.

We strive, work hard, and get things done.

