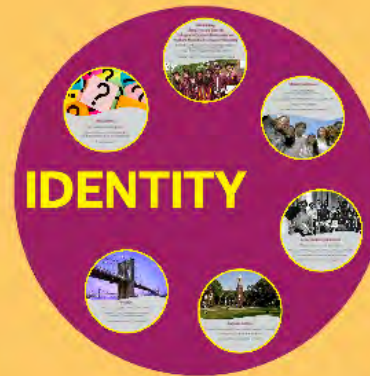




Brooklyn College
**LISTENING
TOUR**

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

Outstanding Liberal Arts and Sciences College with Excellent Professional and Graduate Programs in a Research University

humanities and social sciences; business, education,
natural and behavioral sciences;
arts, media, and performing arts; cinema

"Shaping citizens in the highest service of the world"



Diversity and Access

scaling racial, religious,
international, and economic diversity

art and media generation integrative and interdisciplinary

A place for the misused

(Indifference) of conventional inclusion



Who Are We?

Anxiety about unclear identity

"Gone with the Wind" is not an identity
"Back to the Future" is complicated

So who are we?



Social Justice Commitment

History of protests on campus; justice forum

these Black Party; Independent spirit; Brooklyn College has got it!

How speech often at center of campus controversy

Essential concerns on boundaries of free speech



Brooklyn

Traditional reputation of Brooklyn neighborhoods

"We are the borough": A bright light in the borough
"We are the heart of the borough"

Emotionally evocative for the borough



Gorgeous Campus

Stately buildings as one of the most beautiful campuses in the country

"Harvard green space with medieval architecture"

Look by people but never social community





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,
natural 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



Gorgeous Campus

Rated by students as one of the most beautiful campuses in the country

"Verdant green space with majestic architecture"

Looks ivy league, but serves local community



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

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humanities and social sciences; business, education,
natural and behavioral sciences;
arts, media, and performing arts; cinema

"Shaping citizens in the highest service of the world"



Diversity and Access

seeking racial, religious,
international, and economic diversity

art and media, journalism, and management

A place for the unexpected

(A disregard of conventional inclusion)



Who Are We?

Anxiety about unclear identity

"Gone with the Wind" is not an identity
"Back to the Future" is complicated

So who are we?



Social Justice Commitment

History of protests on campus; labor union

from Black Party; Independent spirit; Brooklyn College has got it!

How speech often at center of campus controversy

Essential concerns boundaries of free speech



Brooklyn

International recognition of Brooklyn's development

"We are the borough!" A bright light in the borough!
"We are the heart of the borough!"

Emotionally evocative for the borough!



Gorgeous Campus

Openly available to one of the most beautiful campuses in the country!

"Harvard green space with research and history"

Look by leaflet but never social community



CULTURE



Social Justice Commitment

History of protests on social justice issues
Radical, lively independent spirit, "Brooklyn College flavor"
Free speech often at center of campus controversy
Prevalent concerns on boundaries of free speech



Love for Brooklyn College

Students, faculty, staff, alumni, 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



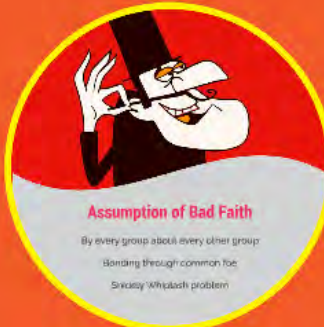
"Daunting, Faceless Bureaucracy"

Overwhelming: "Jump as you have to learn to swim"
"BC run-around" from one part of campus to the other
Class distinctions and hierarchy
Silos of school-based departments



Practice of Good Faith

Across campus by all groups:
Faculty, students, staff, alumni
People get choked up when they talk about BC



Assumption of Bad Faith

By every group about every other group
Bonding through common foe
Swasty WhatsApp problem





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Silos of schools and departments



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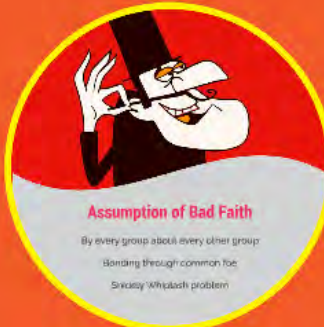
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CHALLENGES



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 alumni
"Support Enhanced from BC, and so
I graduated in 1971"



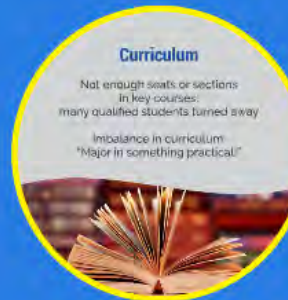
Infrastructure

Not enough money or staff for facilities
Disrepair suggests disrespect
Decreased morale



Dysfunctional Structures

CUNY bureaucracy
Brooklyn College Governance
Schools and Deans
Limited accountability



Curriculum

Not enough seats or sections
In key courses:
many qualified students turned away
Imbalance in curriculum
"Major in something practical!"



Budget

Not enough resources for anything

Monetizing everything (FTEs = gold)

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LET'S
TALK

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Not enough from administration or from faculty to students

Unexplained decisions seem arbitrary and self-serving

Not enough from college to alums

"I haven't heard from BC since
I graduated in 1971!"

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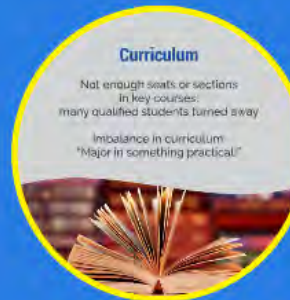
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EVOLUTION

Enhance Quality

- Hire more excellent faculty, esp. diverse faculty
- Promote strong research agenda
- Encourage technological innovation
- Enhance advising and mentoring



Enhance Identity

- Crystallize identity and re-brand Brooklyn College
- Capitalize on borough in name
- Expand traditions beyond Brooklyn
- Enhance recognition of graduate programs



Enhance Culture and Humanize the Campus

- Welcome new community members and foster inclusion
- Create culture of recognition, service, and gratitude
- Elevate controversial discourse



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



Enhance Resources

- Lobby Albany to restore cuts and enhance funding
- Streamline administration wherever we see cash
- Develop new sources of revenue
- Do more with less!



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



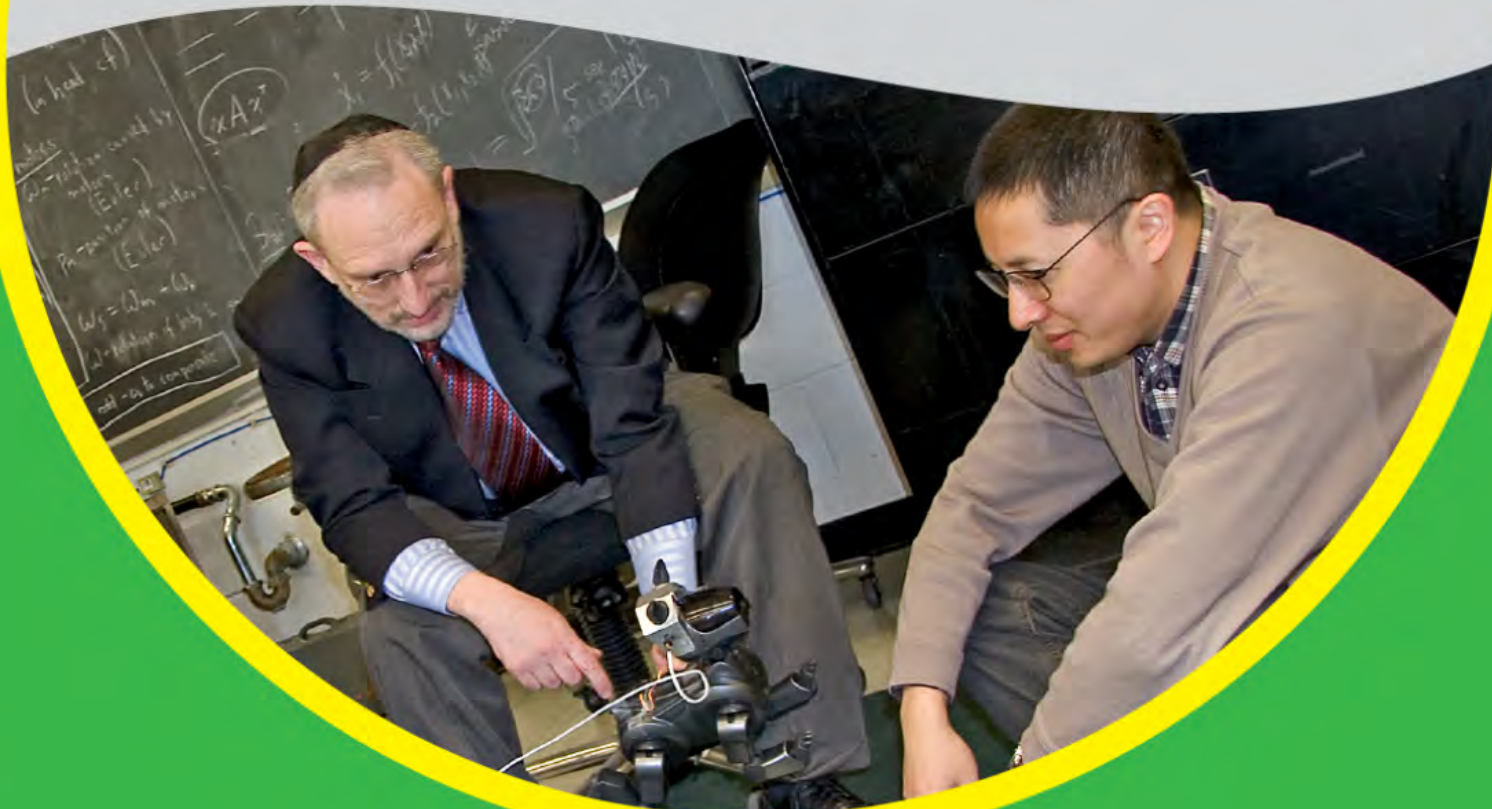
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