BMCC Strategic Planning  
Staff Forum on Strategic Priorities – May 14, 2015  
NOTES  

Breakout Reports (4 groups)  

<table>
<thead>
<tr>
<th>GROUP 1</th>
<th>Key Activities to Address in Next 3-5 years</th>
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<tbody>
<tr>
<td><strong>Strengths and Challenges</strong></td>
<td>1. Strengthen communications</td>
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<tr>
<td>Strengths</td>
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<tr>
<td>• Growth of enrollment</td>
<td>• Create virtual network or portal – to unify communications so there’s coherence to it</td>
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<td>• Diversity – students and faculty</td>
<td>• Using messaging, social networks</td>
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<td>• Location and price</td>
<td>• Physical times to do community building of faculty and staff</td>
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<td>• Visionary leaders</td>
<td>• Set office hours</td>
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<td>• Impact on students – their lives change</td>
<td>• FYE should be mandatory – if it’s how you learn to get around – but also need to address content issues with FYE</td>
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<td>Challenges:</td>
<td>• Evening and weekend students need phone, email, virtual chats, etc.</td>
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<td>• Retention and time to graduation</td>
<td>• 4 major groups on campus: students, faculty, staff, administrators. The communication chain is not working</td>
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<td>• Funding and financial aid issues – mainly in support of students, but also operations</td>
<td>2. Space - expand</td>
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<td>• Communications</td>
<td>3. More online options (to deal with limited space) – if grow online learning to 25% as President says he wants to do, need better campus support services</td>
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<td>o Rudeness – multi-directional, not everyone</td>
<td>4. Expand pre-college services – e.g., CLIP, immersion, CUNYStart</td>
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<td>o “Right hand/left hand” disconnect</td>
<td>• Need more pre-college.</td>
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<td>• Bureaucracy, antiquated procedures, processes more complicated than they need to be</td>
<td>• Make as requirements?</td>
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<tr>
<td>• Space</td>
<td>• There are faculty issues with CUNYStart. Little faculty involvement with these programs. People hired lack training and degrees.</td>
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<td>• Unprepared and underprepared students</td>
<td>5. Customer service</td>
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<tr>
<td>• Handholding students instead of giving tools</td>
<td>• Customer service training – it exists and is mandatory for staff (but most at this forum haven’t attended a customer service training)</td>
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<td>• Policies not supporting institutional goals – e.g., length of time to hire replacement staff</td>
<td>6. Need predictive analytics that help BMCC see where students will attrit</td>
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<td>• Part-time students access to services in off times (evening, weekend)</td>
<td>7. Compared to other CUNYs – our administration is lighter – how to balance out administrative responsibilities at top levels?</td>
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<td>GROUP 2</td>
<td>Key Activities to Address in Next 3-5 years</td>
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<td><strong>Strengths</strong>&lt;br&gt;• Accessibility&lt;br&gt;• Easy transportation&lt;br&gt;• Diversity – of faculty, staff, students&lt;br&gt;• Well funded&lt;br&gt;• Part of CUNY (a plus and/or minus – different opinions on this)&lt;br&gt;• Collegiality – shared goals&lt;br&gt;• Student driven&lt;br&gt;• Students mostly well engaged&lt;br&gt;• Good academic programs&lt;br&gt;• Increased enrollment and expansion&lt;br&gt;• About 40 advisors&lt;br&gt;• Open door policy</td>
<td>1. Retention&lt;br&gt;• Orientation and advisement – could be done better&lt;br&gt;• Counseling support to students&lt;br&gt;• Peer support from other students and alumni&lt;br&gt;• More tools, less handholding – to help students become independent&lt;br&gt;• Have many services but students are not using them&lt;br&gt;4. Revamping support for 1st time college students – particularly 1st generation college students&lt;br&gt;• Peer mentoring and alumni support – via structured process&lt;br&gt;• Basically need a whole new student process – admissions, transfer evaluation, orientation, advisement, new student experience workshops - revamp, reorganize, strengthen (a lot relates to communication – how students receive it)&lt;br&gt;5. More physical space needed – classroom, as well as buildings and grounds&lt;br&gt;6. More support to faculty&lt;br&gt;• More funding for faculty – for travel, workshops, research, conferences, etc.&lt;br&gt;• More support in classrooms&lt;br&gt;• Faculty work needs to be more publicized – more visibility to our highly accomplished and talented people&lt;br&gt;• More team teaching, planning together&lt;br&gt;9. Learning communities – for students and staff&lt;br&gt;10. Communications&lt;br&gt;• For 1st-time students. FYE needs different model. Two-hour workshop is a waste of time. Remodel needs input from faculty and staff&lt;br&gt;• Overall communications with students – reach out where they live. What we’re doing isn’t working. Maybe e-advising and other strategies?&lt;br&gt;• Between departments needs to be addressed&lt;br&gt;11. Students need experiential learning</td>
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Many challenges in dealing with new students – 5,000 or so incoming at a time. Managing orientation, enrollment... (all challenging)

Don’t know when to say no. Lack deadlines which means students starting late – this puts them at a disadvantage and disrupts classes.

GROUP 3

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<th>Strengths and Challenges</th>
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<tr>
<td><strong>Strengths</strong></td>
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<tr>
<td>Open admissions</td>
<td>1. Streamlined communications processes</td>
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<td>Affordable tuition</td>
<td>• Need structure of clear communications</td>
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<tr>
<td>Strong professionals – passionate about students</td>
<td>• Need streamlining and buy-in from the community</td>
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<tr>
<td>Strong learning communities and specialized programs</td>
<td>• Better information dissemination</td>
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<td>Labs – one of few community colleges with labs for faculty and staff research</td>
<td>• Need technological ways to reach students, e.g., email to text</td>
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<td>Accessible location</td>
<td>• Need to know if we’re informing students properly, making sure information is consistent, that it’s communicated well - sometimes now people are terse</td>
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<td>Strong articulations</td>
<td>• Communications need to be core to what we do – as opposed to at the back end. Needs to be both top down and bottom up.</td>
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<tr>
<th>Challenges</th>
<th>2. Lack proper training in procedures and policies for new students, faculty and staff</th>
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<tr>
<td>Student awareness of specialized programs</td>
<td>• Currently no procedures training exists for low-level administrators</td>
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<td>Too many students</td>
<td>• Need faculty and staff orientation</td>
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<td>Poor ratio of staff to students</td>
<td>• Implement training of faculty from department chairs</td>
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<td>Communications</td>
<td>3. Need more extensive student orientation</td>
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<td>o Knowing, communicating and implementing information</td>
<td>• Some options – a 1-2 credit course that’s more in sync with student needs, and/or embedding content of support services into orientation</td>
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<td>o Siloed and inconsistent communications</td>
<td>• 2 hours of FYE to brand new students doesn’t stick</td>
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<td>Space and lack thereof</td>
<td>4. Need to change culture from a teaching college to a teaching and research college</td>
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<td>Morale – many in this forum think low (but not all agree)</td>
<td>5. Need appropriate compensation for staff and faculty</td>
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<td>Low customer services</td>
<td>6. Need professional development for staff</td>
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<td>Organizational leadership – need strong leadership at the top - and communications</td>
<td>7. Strengthen internal promotions. Need merit</td>
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<td>Lack of understanding of student needs – no baseline data, assessment data review and use. Availability and transparency of data an issue.</td>
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<td>Implementing CUNY Central mandates</td>
<td>promotions/raises</td>
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<td>Gateway course dropoff</td>
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<td>8. Strengthen experiential education – there is some but not enough and what’s there is it’s siloed</td>
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<td>- Internships, volunteer experiences – work-based experiences</td>
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<td>- Strengthen relationships with professional fields, e.g., internships in financial industries</td>
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<td>- The Governor and now CUNY/SUNY mandating experiential ed – how to establish standards to implement these mandates?</td>
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<td>9. Create a culture of best practices through positive reinforcement</td>
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<td>- Rewards system</td>
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<td>- Qualitative assessment of attitudinal changes based on systems</td>
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<td>10. Create a culture of assessment</td>
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<td>- Systemic strategic planning – currently no assessment of organizational effectiveness</td>
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<td>- Need consistent assessment – inconsistent currently between tax levy and funded programs</td>
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<td>- Understanding data – the right kind of data</td>
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<td>- Creating positive indicators</td>
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<td>- Creating a learning culture</td>
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<td>- Sharing data and findings</td>
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<td>11. BMCC has more adjuncts than any other CUNY – need more full-time faculty</td>
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<td>12. Increase culture of customer service – happens with efficient ongoing communications</td>
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<td>13. Comments and feedback on the curriculum needs to be heard</td>
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<td>14. Develop community</td>
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**Additional Thoughts – from worksheets turned in but not raised in large group**

- Strengthen faculty advisement model
- Retention focus on remedial students
- Career motivation and planning
- Too large to give individual attention to students
- Culture of students is not academically inclined
- CUNYStart – teaches to a test. Doesn’t solve remediation challenge.
- For students – how to time manage with all the supports (e.g., mentoring, counseling, etc.)