

Brooklyn College
Strategic Plan
2024-2029



LETTER

FROM THE PRESIDENT



I am pleased to announce that Brooklyn College students, staff, faculty, and alumni have come together to craft a new strategic plan. The process for doing so involved months of outreach and collaboration in workshops, town halls, surveys, and listening sessions. Our community of stakeholders thoughtfully

and generously engaged in the introspection necessary to generate an insightful and inspiring plan, one that is responsive to this time in the life of the institution. The new plan reveals Brooklyn College's extraordinary strengths and identifies the steps we will take to protect and enhance its vital mission. The priorities outlined here will build on the strong successes of the 2018–2023 Strategic Plan and guide our decisions going forward.

The Strategic Plan Steering Committee, which included student, staff, and faculty leaders, identified five guideposts for the work ahead. They are worth reading in detail, but in broad terms, they focus on improving our educational excellence, financial resilience, campus culture, physical and technological infrastructure, and collaboration. These are crucial and interrelated priorities, but the first two in many ways are the most pressing. At a time when the cost of higher education is out of reach for most American families, Brooklyn College has made its superb education accessible to students, regardless of family income. This great achievement contributes to our vital diversity.

Brooklyn College has received repeated, top, national recognition for the diversity of its student body and its success in providing students, many of whom are immigrants or first in their families to attend college, with strong socioeconomic mobility. This strategic planning process has been an important reminder of what we already know to be true: that academic excellence, accessibility, diversity, and social mobility will always drive our work.

Surpassing our goals will require significant investment in areas like infrastructure and technology—made possible by a secure financial foundation and a strategic budgeting process. It will also require that we expand signature programs like our Mentoring Initiative, so that students graduate with meaningful connections to our faculty and alumni, as well as a deep sense that they can achieve anything.

Over and over, we hear from Brooklyn College alumni who want to give back. They want to honor everything their alma mater gave them by mentoring the students who are now walking in their footsteps. The Brooklyn College community thereby extends outside our beautiful campus, into the neighborhoods and workplaces of Brooklyn, New York City, and beyond. The new Brooklyn College strategic plan will connect the valued members of our wider community, lay a foundation for advanced excellence, and ensure that the institution becomes stronger and more vital than ever before.

A handwritten signature in black ink, appearing to read 'Michelle J. Anderson'.

Michelle J. Anderson, President

BROOKLYN

COLLEGE IN BRIEF

BY THE NUMBERS

NEARLY
14,000

students pursuing
undergraduate and
graduate degrees

170+

UNDERGRADUATE
MAJORS AND
MINORS

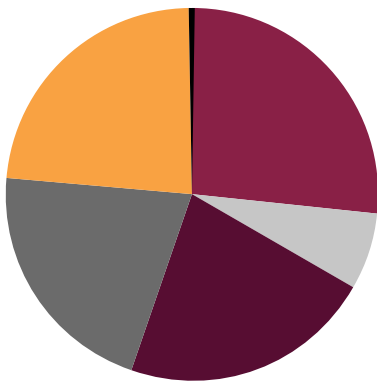
65+

GRADUATE
PROGRAMS

34%

of students are the
first in their families
to go to college

STUDENT DIVERSITY



- American Indian or Alaskan Native 0.1%
- Asian 23.3%
- Black or African American 21%
- Hispanic/Latino 22.1%
- Other 6.6%
- White 26.9%

FIVE SCHOOLS

Koppelman School of Business

School of Education

School of Humanities and Social Sciences

School of Natural and Behavioral Sciences

School of Visual, Media and Performing Arts





THE COLLEGE'S ECONOMIC IMPACT

A new economic impact study measures the economic impacts created by Brooklyn College on the regional economy and the benefits the college generates in return for the investments made by students and taxpayers. It finds that Brooklyn College contributes \$2.6 billion annually to New York City's economy, supports more than 20,000 jobs, and increases the future earnings of its graduates by \$1.7 million over a lifetime compared to those with only a high school diploma.

HIGHER FUTURE EARNINGS

+ \$41.5/YR

A Brooklyn College degree adds an average of \$41,500 to a graduate's annual earnings.

That's

\$1.7 MILLION

over a lifetime.

DRIVING ECONOMIC PROSPERITY

Benefit of Brooklyn College to society

\$6.9 BILLION

over the course of students' working lives.

This includes increased income for students, business output, social savings, and New York State tax revenue.

TAXPAYERS REAP REWARDS

3.7x

New York State taxpayer return on money invested in Brooklyn College

EXTRAORDINARY

REPUTATION

Our extensive academic programs, renowned faculty, affordable tuition, and beautiful campus have garnered national recognition for years.

EXCELLENCE

#1

for student
body racial and
ethnic diversity

#7

for most
social mobility
of students

**TOP
20**

public school

**TOP
20**

best colleges
for veterans

U.S. News & World Report, North region

AFFORDABILITY

**TOP
20**

school for
financial aid

**TOP
50**

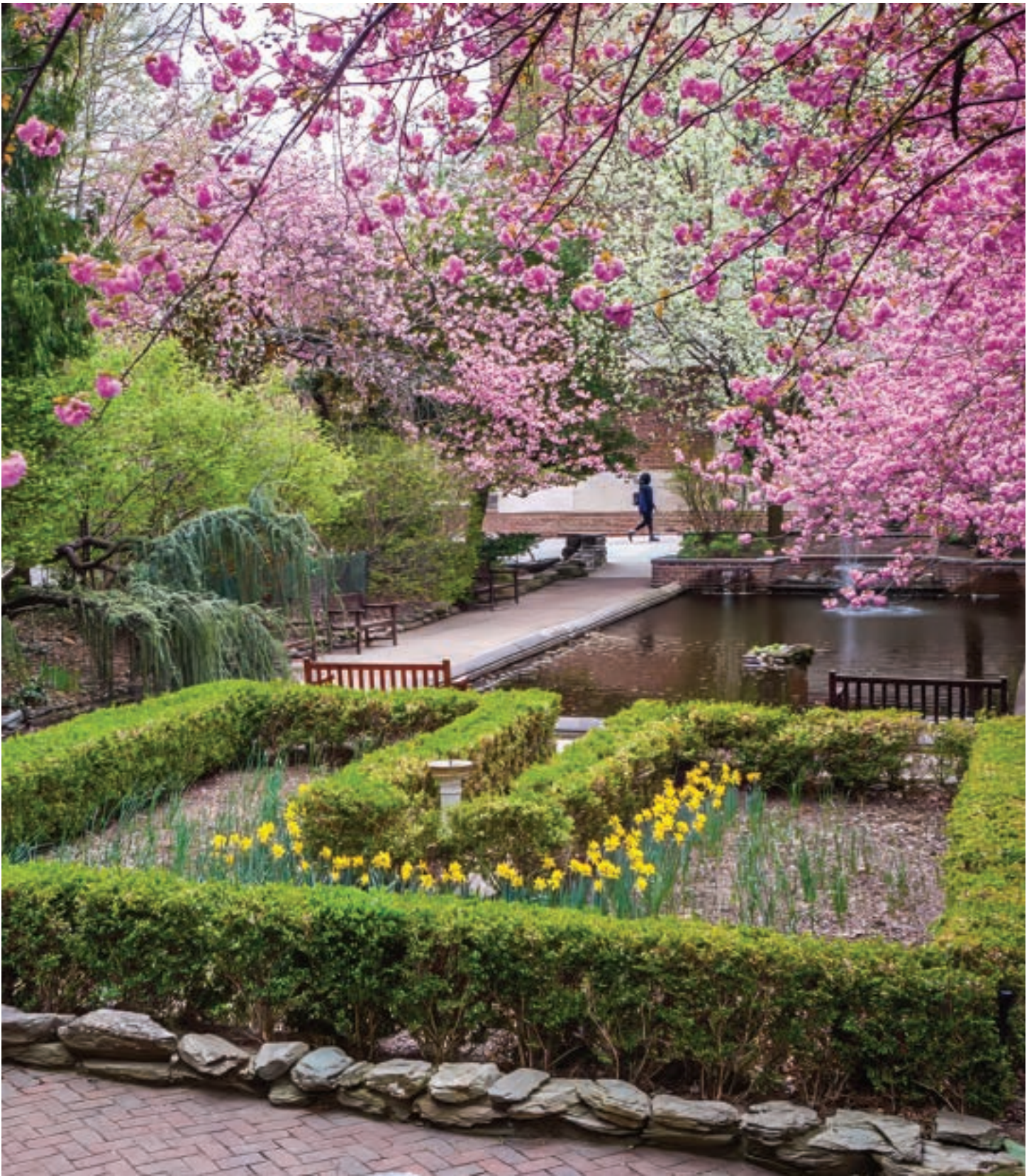
best-value public
colleges

**TOP
25**

colleges that deliver
the "Best Bang
for Your Buck"

The Princeton Review

Forbes



According to The Princeton Review, Brooklyn College is one of the nation's top environmentally friendly colleges.

Students conduct hands-on research at the Science and Resilience Institute at Jamaica Bay, Brooklyn College's top-tier research center that promotes resilience in the urban ecosystem.





A HOME FOR **INNOVATIVE RESEARCH**

Brooklyn College encourages all students to participate in its wide-ranging research opportunities. Below is just a snapshot of what is available.

RESEARCH CENTERS AND INSTITUTES AT BROOKLYN COLLEGE

Aquatic Research and Environmental
Assessment Center

Auditory and Communication Research Center

Brooklyn College Cancer Center

Ethyle R. Wolfe Institute for the Humanities

Haitian Studies Institute

Institute on Gender, Law, and
Transformative Peace

Science and Resilience Institute at Jamaica Bay

MENTORING

IS IN OUR DNA



Mentorship defines the student experience at Brooklyn College. No matter where our students come from or where they're headed, we connect them with mentors who will support them every step of the way.

A critical part of the college's mission is to involve students in research with faculty.

Brooklyn College offers emerging scholars unique opportunities to work with mentors in their field through programs like the Mellon Transfer Student Research Program, Mellon Mays Undergraduate Fellowship Program, Tow Mentorship Initiative, and the Magner Career Center. These and other programs offer unparalleled access to support systems students will reap the benefits of for life.

As a participant in the Tow Mentorship Initiative, Rhema Mills '24 conducted research with Professor Kiyoka Koizumi that explored similarities in maternal mortality and midwifery between Black women and indigenous Ecuadoreans. Rhema went on to be the 2024 valedictorian of her class.

TOW MENTORSHIP INITIATIVE

The Tow Mentorship Initiative, generously supported by a grant from The Tow Foundation, is a key part of our college's signature mentoring ecosystem. Through this program, students are invited to collaborate with faculty on groundbreaking research across all disciplines. The experience is a springboard to prestigious fellowships and awards.



Leonard Tow '50

Outstanding Achievements of Tow Mentees

Hannah Bodek '22, Awarded a National Science Foundation Fellowship in the Brooklyn College Research Experiences for Undergraduates Program; Awarded the Alvin and Stanley Snadowsky Award for excellence in psychology.

Abena Dinizulu '23, Awarded a position in NYU's Pathways Into Quantitative Aging Research Summer Program.

Nitu Farhin '22, Awarded a Geographic Management of Cancer Health Disparities Program Travel Award from the National Cancer Institute.

Chaim Janani '22, Awarded the 2023 Jonas E. Salk Award for Excellence in STEM Research.

Haritha Lakshmanan '23, Awarded a Summer Study Abroad Opportunity at the University of Cambridge; Awarded position in the Physics of Life CPBF Summer School at Princeton University.

Caroline Nester '24, Awarded the National Research Service Award (NRSA) Predoctoral Individual National Research Service Grant Award from the National Institutes of Health (NIH), National Institute of Neurological Disorders and Stroke.

Torie Robinson '22, Awarded the Goldsmith Scholars Fund to support research on the influence of choline intake during pregnancy on offspring health.



WHO WE ARE

PURPOSE

We believe in the power of student-centered higher education and scholarly research to transform diverse students' lives and empower them to build a better future.

MISSION

Brooklyn College provides an excellent, affordable, and transformative education to students who reflect the great diversity of our vibrant borough and country. We have a special commitment to educating immigrants and first-generation college students from our city and state. Through outstanding research and academic programs, we educate leaders who think critically and creatively to make positive change in the world.

VISION

We strive to make Brooklyn College the best public college in the Northeast—a world-class, distinctive engine of intellectual discourse and social mobility that draws on its exceptional faculty, staff, and location to prepare graduates to shape and improve the rapidly changing world.

VALUES

- Diversity, equity, and belonging
- Student-centeredness
- Intellectual rigor and fact-based analysis
- Transparency in information and decision-making
- Collaboration and teamwork
- Respect for others and engagement across differences
- Sustainability

STRATEGIC PRIORITIES

TRANSFORMATIVE ACADEMIC EXCELLENCE

Elevate Brooklyn College as an engine for social mobility and advanced educational excellence where cutting-edge curricula and innovative research propel students and faculty to achieve their highest potential.

Action Items

- Provide an accessible, equitable, quality education to more first-time full-time, transfer, and graduate students from the borough of Brooklyn and beyond.
- Support faculty excellence through professional development opportunities focused on pedagogical innovation, high-impact research, sustainability, and social justice.
- Engage students in flexible, dynamic, and meaningful learning experiences through pioneering curricula, innovative pedagogy, and research opportunities.
- Connect students with faculty, alumni, and external leaders who will provide transformative mentoring experiences.

STRATEGIC FUNDING

Ensure financial resilience through collaboration and transparency and expand resources to provide equitable support for the college's mission and its aspirations.

Action Items

- Adopt budgeting processes that align resources with campus strategic priorities.
- Diversify and expand revenue streams through innovative programs and partnerships that contribute to the college's financial health.
- Strategically allocate funds for programs and initiatives that generate revenue and support students, faculty, and staff.

CAMPUS COMMUNITY

Nurture and support a campus culture that thrives on diversity, equity, inclusivity, and a deep sense of belonging, where community events, spaces, and initiatives reflect and celebrate the richness of our identities and perspectives.

Action Items

- Organize and promote inclusive community events that celebrate and foster diversity, an ethic of care, and a sense of belonging.
- Enhance campus facilities and spaces that support accessible, inclusive, and welcoming environments for learning, collaboration, and social interaction.
- Strengthen and implement policies and practices that ensure a welcoming campus.
- Expand resources and initiatives to support physical and mental well-being.

CAMPUS INFRASTRUCTURE

Transform the campus infrastructure to provide a safe, sustainable, and technologically advanced environment for academic and professional excellence.

Action Items

- Invest in physical and digital infrastructure and optimize space utilization to create a modern, supportive learning and research environment using sustainable practices.
- Develop and make progress on a comprehensive maintenance and upgrade plan that addresses both immediate and long-term needs.
- Monitor campus infrastructure concerns, implement standards for resolution, and communicate progress.

COLLABORATION AND EXTERNAL ENGAGEMENT

Enhance collaboration and communication by leveraging best practices to foster cohesiveness, transparency, efficiency, and external community engagement.

Action Items

- Implement strategies for increasing effective collaboration and cooperation among the college's departments and community members.
- Foster external partnerships with businesses, nonprofits, and government agencies to enhance educational and career opportunities, internships, and community engagement.
- Reinforce the college's core values of academic excellence, diversity, and accessibility through improved campus communications, marketing strategies, and website to attract and retain students.

STRATEGIC

PLANNING COMMITTEE

Strategic planning is a primary tool to implement our mission, accomplish our vision, and meet the distinct challenges facing Brooklyn College and higher education in the coming years. We are grateful to the Strategic Planning Committee, a diverse group of Brooklyn College students, staff, and faculty, who worked with and analyzed feedback from our stakeholders. With the support of the committee, the college worked to develop a plan built on its unique strengths and aspirations. We thank the committee and the Brooklyn College community that contributed to the Strategic Plan 2024–2029.

CO-CHAIRS

April Bedford, Provost and Senior Vice President for Academic Affairs

Alan Gilbert, Senior Vice President for Finance and Administration

MEMBERS

Noam Abrahams, Treasurer, Undergraduate Student Government

Yasmin Ali, Assistant Vice President for Student Financial Services

Huda Ayaz, Vice President, Undergraduate Student Government

Shemeka Brathwaite, Program Manager, NYC Men Teach

Malgorzata Ciszowska, Professor, Chemistry and Biochemistry

Randall Clarke, Director of Percy Ellis Sutton SEEK Program and Strategy Leader of the Presidential Advisory Committee on Staff

Natalie Coombs, Assistant Vice President of Enrollment Management for Recruitment

Prudence Cumberbatch, Chair, Africana Studies Department and Member of Faculty Council Steering Committee

Carrie Ebbin, President, Undergraduate Student Government

Ronald Jackson, Vice President for Student Affairs

James Lynch, Chair, Marketing, Management, & Entrepreneurship Department

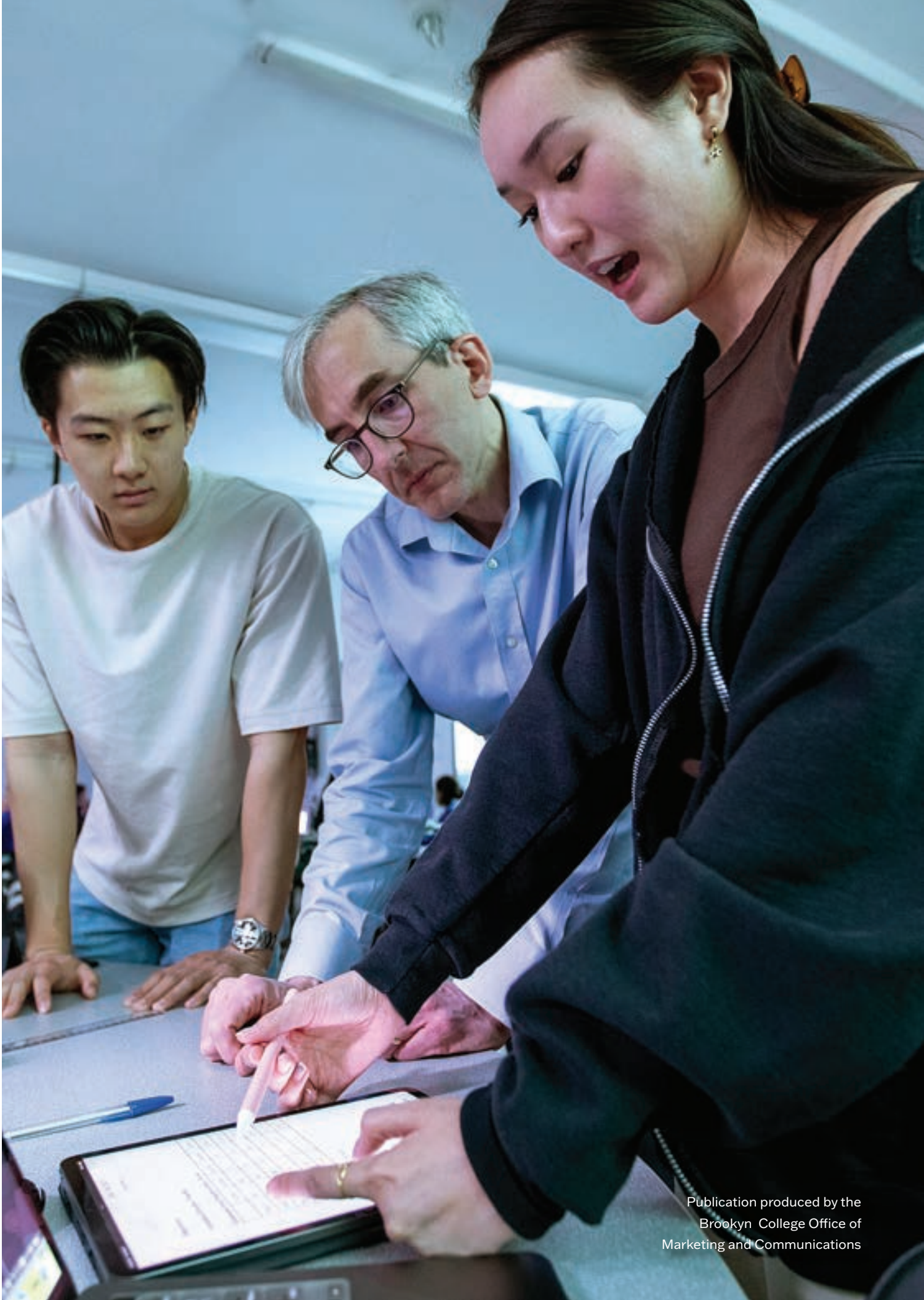
Paul McCabe, Chair, Graduate School Psychology, Counseling, & Leadership Department and Professor, School Psychologist Graduate Program

Abby Melbye, President, Graduate Student Organization

Jeff Suzuki, Chair, Math Department

Laura Tesman, Chair, Theater Department

Special thanks to Arijit Dhillon, Associate Director for Finance and Administration, and Aharon Grama, Administrative Coordinator, for helping to facilitate the strategic planning process.



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