

# Strategic Planning Findings Report

December 2022

Prepared by Blue Beyond Consulting



**Baruch** COLLEGE

**CU** THE CITY  
**NY** UNIVERSITY  
OF  
NEW YORK

# Overview: Engagement, information gathering, and analysis

# Stakeholder Engagement and Background Review

- ✓ **11 one-on-one stakeholder interviews**
- ✓ **Cabinet Retreat**
- ✓ **Background Material Review:**
  - CUNY Demographic Analysis
  - Enrollment Trends
  - Ologie Market Analysis
  - NSSE Data
  - Middle States Commission of Higher Education Study
  - Cabinet Team Strengths
  - DEI Campus Listening Session Report
  - College Focused Goals
  - President Retreat Final Documentation
  - Website
  - Leadership Communication

## Purpose of Engagement Sessions

- Deeply engage a diverse set key stakeholders
- Illuminate key themes, understand issues, and identify innovative ideas
- Cultivate a process that does not just elicit input around goals and initiatives, but also builds a shared context and ownership – preparing the community to move from input to action

## What were the key questions and activities?

- Participants were asked about strengths, opportunities, aspirations, results, and Baruch at its best
- Values reflections
- What opportunities do you see for the University as you look ahead 5-10 years?
- What advice would you give to ensure this process is successful?



# Stakeholder Engagement (cont'd)

Engagement Activity	Purpose	Timeframe	Number of Participants
AI Summit	Engage Baruch community and gather input to inform key elements of the strategic plan (mission, vision, values, strategic priorities)	<ul style="list-style-type: none"> <li>Sept 22 -23<sup>rd</sup></li> </ul>	130
Virtual Townhalls	Discussion of and engagement with the planning process	<ul style="list-style-type: none"> <li>1<sup>st</sup> session – October 19<sup>th</sup></li> <li>2<sup>nd</sup> session – October 20<sup>th</sup></li> </ul>	260
Listening Sessions	Promote cross-boundary deep listening and collaboration	<ul style="list-style-type: none"> <li>10 sessions - Late September - November</li> </ul>	160
Website Comment Tool	Ongoing opportunity for stakeholders to provide input and feedback	<ul style="list-style-type: none"> <li>Launched July 26<sup>th</sup></li> </ul>	6
Baruch College Foundation Input Session	Gather strategic input from Baruch College Trustees	<ul style="list-style-type: none"> <li>November 16<sup>th</sup></li> </ul>	30

**We heard from 580+ voices**

## How we organized the data

The findings are organized around **key phrases and themes** that were consistently shared across interviews and background materials.

The anonymous quotes that are included are representative and **illustrate consistent themes.**

We've captured as much **detail and nuance** as possible while maintaining the **confidentiality** of everyone who shared input.

# How to think about the data

## What the data is...

- ▶ A current state “temperature check” about what is most important to various stakeholder groups.
- ▶ Input to help us identify and make decisions related to our mission, vision, values and strategic priorities
- ▶ Insight into what people are thinking/feeling so we can best engage them in building our future together

## What the data is not...

- ▶ Inclusive of every possible input
- ▶ The only things we need to pay attention to when making decisions
- ▶ The strategic plan
- ▶ The “boundary conditions” for what we can consider

# Key Background Information

# Key national trends to consider

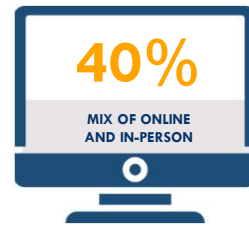
## WHAT STUDENTS CARE ABOUT

Student's top motivation for attending college is to land a solid job



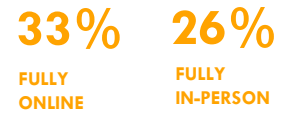
Gallup 2018 Report

## BIGGEST FACTORS THAT DRIVE INSTITUTION CHOICE

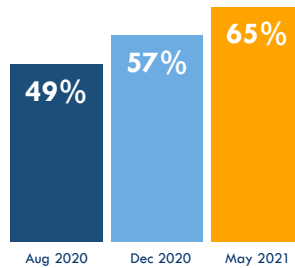


## SHIFTING MODALITIES IN LEARNING AND STUDENT PERSPECTIVES

As a result of the pandemic, almost 40% students express a preference for a combination of online and in-person classes.



Third Way 2021 study



## HIGHER EDUCATION IS NOT WORTH THE COST TO STUDENTS ANYMORE

Since the pandemic began, more students are questioning the value of higher education. Approx. 2 in 3 agree that higher education is not worth the cost anymore.

Third Way 2021 study

# CUNY and Baruch Specific Trends

OLOGIE MARKET RESEARCH OVERVIEW

## Research Recap

Based on the qualitative and quantitative research conducted by Ologie, the messages that position Baruch College competitively in the marketplace highlight these three dynamics:



# CUNY and Baruch Specific Trends *(Continued)*

OLOGIE BRAND STRATEGY

## Positioning

WHO

**Baruch College is a vital nexus of ambition and opportunity,**

WHERE

**within the most enterprising city in the world**

WHAT

**empowering students to seize and accelerate opportunities**

HOW

**through our steadfast commitment to access, excellence, and outcomes,**

WHY

**enabling students to transform their futures, their professions, and their communities.**

ESSENCE

**Ambition Accelerator**



# CUNY and Baruch Specific Trends *(Continued)*

OLOGIE BRAND STRATEGY

## Conceptual Framework

Baruch College...

empowers students to seize  
and accelerate opportunities

**Core Value  
Proposition**

in order to...

enabling students to transform their futures, their professions, and  
their communities

### ACCESS

an engine  
of opportunity

instilling agency and optimism  
to build a better future

- Serving as a model for public higher education in the U.S.
- Affordable tuition complemented by scholarship and financial aid opportunities, with students who graduate with low debt
- Comprehensive academic support services and co-curricular programs to enhance soft skills
- Extra support to boost academic preparation

*Key ideas to highlight instead of the term "social mobility"*

### EXCELLENCE

a community of open discourse and perpetual  
learning

sharpening skills and  
fueling innovation

- Faculty experts engaged in innovative research, scholarly, and creative activities
- Contributing to and learning from a diverse community
- A set of quality peers who motivate and lift up one another

*Excellence includes academics and the community of learners*

### OUTCOMES

proximity to and close connections within the  
most enterprising city  
in the world

infusing cultural and human capital across  
professions and industries

- A powerhouse for new talent
- Well-positioned in a global city with immediate access to world class institutions across all industries
- A place that employers are eager to recruit from
- Career center resources including excellent student placement with top employers

*Directly connect location to outcomes (for individuals and for employers and influential leaders alike)*

#### Secondary messages

communicate how you deliver on the core value proposition.

**Supporting points** are specific ways that you deliver on the secondary messages. (These can evolve over time.)

# Executive Summary: Cross-cutting Themes and Findings

## Strengths: Key Themes

*What unique strengths does Baruch have to leverage for the future?*

### ➤ The **people and relationships** that make-up the **Baruch community**

- Students are **diverse, eager, and committed to their success**
- Faculty is **world-class, mission-driven, and research active**
- Staff are extremely **dedicated, resourceful**, and care deeply about **student success and well-being**

### ➤ **New York City location**

- Baruch is the **#1 public business school in NYC**
- Location and **diversity of student body** that is reflective of a major metropolitan area
- Enhanced **opportunities for internships & connections** with alumni

### ➤ **Top tier reputation for quality, affordability, and alumni outcomes**, particularly around the Zicklin School of Business

### ➤ **Nexus of excellence, access, and outcomes** -- An affordable and high-quality education

- Staff, faculty, and alumni are motivated and inspired by making an impact
- Incredibly mission-driven community

### ➤ **Engine of opportunity** -- Strong-focus on post-graduation success

# Strengths

*What key strengths does Baruch have to leverage for the future?*

Baruch provides a rich and **excellent academic experience** and has a proven track record of **driving social mobility**.



Post-Graduation  
Employment Rates  
– **94%**



Zicklin students  
reported an  
average starting salary  
of **\$64k**

➤ **Alumni and donors** reported being **highly likely to recommend** Baruch College

➤ Internal and external audiences identify Baruch as being **diverse** and an **affordable high quality business** school



Six-year graduation  
rate – **74%**



A **diverse** student  
body – **56%** are  
first-generation

➤ Baruch **students** are **strong** and **successful** across all three schools

# Cross-Cutting Threads



## Infrastructure

- ▶ The physical space is scarce causing tensions; there is a need for a process for allocating space
- ▶ Many facilities are in need of upgrades to create an environment conducive to learning and comfort
- ▶ There is a need to scale student support services to be inclusive of all students particularly in advising and counseling
- ▶ Desire for top-notch and equitable distance learning



## Leveraging NYC

- ▶ Faculty and staff desire increased connections to NYC workforce and public officials to increase experiential learning, paid internships, and mentoring
- ▶ Position Baruch as an epi-center of knowledge and thought leader for the city of New York
- ▶ Enroll international students



## DEI

- ▶ Diversity is one of our great strengths and we can and should do more in this area
- ▶ There is a need to embed DEI in every aspect of campus life
- ▶ There is need for a common understanding, language, and commitment to DEI across campus to centralize the approach to DEI
- ▶ There is concern that the lack of diverse and inclusive decision-making is leading to blind spots
- ▶ Employees desire a centralized approach to DEI education, awareness, and training at all levels within the College



## Community

- ▶ Cultivate a campus culture of belonging
- ▶ Presence and flexibility
- ▶ Stakeholders desire increased outreach into communities and for Baruch to have a presence that provides evidence-based solutions collective problems or issues within the community
- ▶ Alumni success = student success
- ▶ Community of learners transforming NYC

## Imagine our ideal future – our shared aspirations

Model for  
access and  
equity

Top place  
to work

Strong  
reputation for  
research

Alumni  
success =  
Baruch  
success

Baruch  
creates  
changemakers

Community  
of learners  
transforming  
NYC

Top notch  
and  
equitable  
distance  
learning

# Overarching Themes -- Key opportunities and aspirations

Overall, themes across all input sources and stakeholders were very consistent. We heard about:

- ▶ Cultivating student success / Ambitious and high-need students
- ▶ Creating a campus culture of belonging and an engaged community/ Enhanced and integrated DEI
- ▶ Elevating our reputation and sharing Baruch's story more widely/ Across all three schools
- ▶ Improving and modernizing infrastructure / Boundless campus / Top-notch and equitable distance learning
- ▶ Leveraging NYC / Community of learners transforming NYC / Making a social impact
- ▶ Increasing access to excellence / Becoming a model for access and equity
- ▶ Become even more of an engine of opportunity for students, faculty, and staff / Become a top place to work and study
- ▶ Decreasing silos and increasing collaboration
- ▶ Alleviating bureaucracy and hierarchy/ Workplace burnout and overwork / Resource constraints deeply affecting staff, faculty, and students
- ▶ Research is a core component of the College and Baruch's reputation and outputs in this area can be even stronger

# How do you see Baruch in 2028?



*Our mission is the reason we exist – our purpose in the world*

## Mission/Purpose: Key Themes

- Provide an **education** in an environment **that maximizes opportunity and minimizes barriers** for students
- **Empower** and **transform** our students setting them up for **lifelong success**
- Serve a variety and **diverse set of students** with many being **first-generation** and/or from socially disadvantaged backgrounds
- Serve hardworking students who are **passionate about learning and post-graduate success**
- Provide a **high-quality education** that's **affordable and accessible**
- Enable **upward mobility** by preparing **students** to be **leaders in the workforce** and in their **communities**
- **Discovery** / creation of new knowledge

“*Students are outward looking. They think about how college helps not just them but also their families and their communities.*”

“*Baruch should be known for being a place of knowledge—an intellectual center, not just a place where skills are taught.*”

“*Our student body is hungry for knowledge and experience and committed to self-improvement—they understand the stakes.*”

“*We have value beyond preparing our students, we also contribute to society by graduating students who are productive students.*”

# Defining our values

## Baruch COLLEGE

APPRECIATIVE INQUIRY SUMMIT – SEPT 22 – 23, 2022  
DEFINING OUR VALUES



## Values: Key Themes

- **Our values** are the commitments that define our character as an organization – our norms, behaviors, and mindsets.
- Values should be **authentic** to who we are today and **aspirational** in terms what we want to achieve in the future.
- A **collaborative culture**, rooted in mutual trust and extending beyond campus, is a top desire among Baruch stakeholders
- To accelerate success Baruch should focus on cultivating a **welcoming and engaged community**
- Baruch stakeholders value **diversity** of thought, cultures, nationalities, age and opportunities
- We are committed to making a **quality education accessible** and affordable



*"Creating a sense of community among students, faculty and staff would go far into helping all of us feel better about our work and feeling seen in our daily endeavors and valued."*

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*"Baruch is known for being a sanctuary for social mobility."*

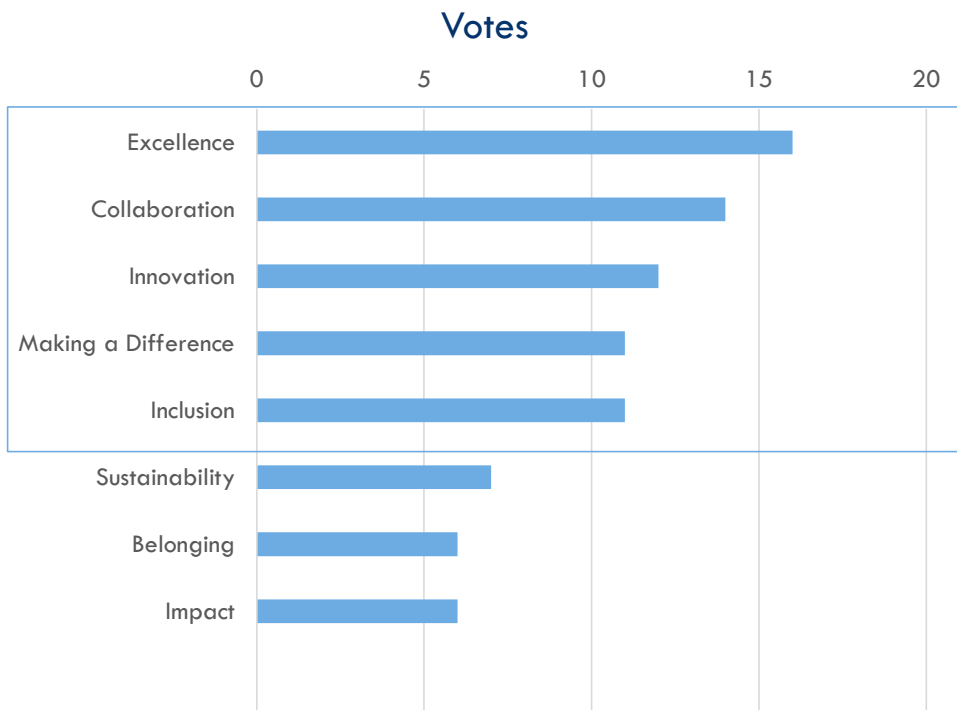
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*" We educate a diverse student population and this adds to a diverse pipeline of NYC professionals."*

# Values: Key Themes/ Ranking

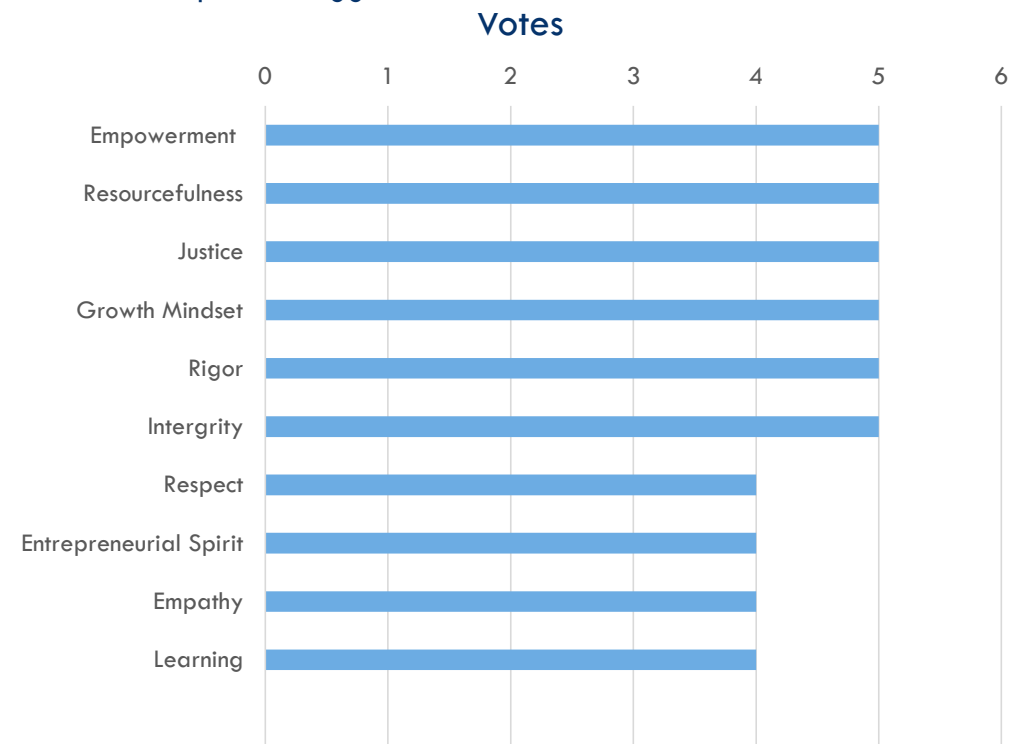
Top Values:



Additional values ideas that were not “in the cards” but were reflected in general sentiment:

- Access / opportunity
- Student-centered / Mission-driven
- Ambition / ambitious

Additional top value suggestions:



*Our vision is what we aspire to achieve – the impact we aspire to create*

## Aspirations/Vision: Key Themes

- ▶ We aspire to be a place where students receive a **supportive and individualized** educational **experience**
- ▶ For **all** Baruch faculty and staff to understand how they **contribute** to the mission and to feel they have **necessary resources** and support to contribute effectively
- ▶ To demonstrate the **value of Baruch to New York City** and **global audiences** by providing a **diverse and talented pipeline** of workers and serve as a resource of knowledge
- ▶ Increase **cohesiveness** and **interactions** between schools, students, staff and faculty
- ▶ To be known as a **welcoming and inclusive community and institution** that leans on its diversity as a strength and uses this strength to plan for and **solve issues together**



*"How many open doors should a student encounter at Baruch? Everywhere they turn, they should see an open door."*

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*"We should leverage the benefits and work to enhance our position in New York City – we have access through proximity to world class organizations and corporations."*

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*"Baruch should be part of a much larger world where we're sending people out and making and sharing our impact across the globe."*

**OUR ASPIRATIONAL  
PROPOSITIONS FOR  
BARUCH COLLEGE**

**BARUCH IS AN  
INCLUSIVE, INNOVATIVE  
AND FINANCIALLY SECURE  
INSTITUTION WHERE FACULTY,  
STAFF AND STUDENTS DEVELOP  
SKILLS AND NURTURE  
CURIOSITY, WHICH SUPPORTS  
THEIR SUCCESS AND  
WELLBEING.**

**BARUCH IS A MODEL  
TEACHING AND RESEARCH  
INSTITUTION; ROOTED IN  
EQUITY, INCLUSION, AND  
COLLABORATION.**

**BARUCH IS A  
LEADING, DIVERSE  
LEARNING INSTITUTION  
THAT FOSTERS INNOVATION  
AND CREATIVITY FROM  
EVERY MEMBER OF ITS  
COMMUNITY.**

**BARUCH IS A  
COMMUNITY FOR ALL,  
CREATED BY ALL, AND  
TRANSFORMING  
THE WORLD.**

**BARUCH IS  
NEW YORK CITY'S CENTER OF  
INTELLECTUAL DEVELOPMENT  
AND PROFESSIONAL SUCCESS  
FOR AN INCLUSIVE GLOBAL  
COMMUNITY.**

# Key Themes and Findings by Topic Area

## Strengths: Key Themes

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- Staff and faculty motivated and inspired by making an impact

### ➤ **Engine of opportunity** -- Strong-focus on post-graduation success

## Strengths (cont'd)

### *What unique strengths does Baruch have to leverage for the future?*

"There is passion at every level for the success of Baruch students."

"We have a strong reputation as a public institution known for holding its own among better funded private institutions."

"We are knowledgeable around current issues and are generally aware of the challenges students are going through."

"Extraordinary diversity of students, along many dimensions. Many truly outstanding researchers among our faculty. And many outstanding instructors, who deeply care about the quality of their teaching."

"We have many CUNY graduates as faculty and staff."

"Ingenuity: People working within bureaucracies that leverage collaboration, partnerships, intelligence and ideas to move in a positive direction despite institutional barriers and outdated or impermeable structures."

"Baruch is in a relatively unique position by being a high-quality teaching and research institution, yet operating at an affordable price."

"We have incredible students, faculty, and staff that are extremely dedicated to the mission of the organization."

"Baruch has one of the most culturally and linguistically diverse campuses in the country. This is a tremendous asset."

## Opportunities: Key Themes

*What could we be doing more of to help meet our mission and secure our future?*

➤ A desire for an **improved workplace culture** and **faculty & staff experience** is a consistent theme

- There is a strong desire to **decrease silos** between the three schools, administrative divisions, and faculty and staff, and to **increase** moments of **collaboration** and **human connection**
- Faculty and staff are **committed** and reported lacking **basic resources** that are essential to operate efficiently
- There are perceived **inequities** across the three schools and between faculty and staff
- A desire to **focus** on **quality and improvement** rather than growing enrollment was mentioned by some
- **Morale** is low and a general sense of **feeling underappreciated** was noted

➤ Many students **experience barriers** and **challenges** when trying to navigate the college experience

- **Resources** for students are a strength but there is considerable room for **evaluating** those **resources** to ensure it meets the **diverse needs of students**
- There is a lack of effective **business processes** that puts strains on students, faculty, and staff alike
- Students, faculty, and staff desire streamlined processes and **enhanced communication**
- There is a need for **enhanced infrastructure** (space, facilities, technology, etc.) to cultivate student success and build community

## Opportunities (cont'd)

*What could we be doing more of to help meet our mission and secure our future?*

“Professional staff need a place in shared governance.”

“I’ve been here 5 years and it feels like 15. I love my job but how do I make it sustainable?”

“There needs to be more public and private investment in infrastructure.”

“We need to educate faculty and staff better on that - otherwise they can’t make recommendations that are actionable.”

“Zicklin dominates the discussion around what Baruch is and what it does well. There are inequities across schools.”

“It’s impossible for our center to serve 20,000 students with the counselors we have.”

“Bureaucracy is suffocating our aspirations”

“We are at our best when we’re working across teams. We find synergies and can push things forward better, faster...it feels purposeful, energizing.”

“We lack a culture of managing and evaluating our business process and it contributes to wasted time and resources.”

“We hear stories of what other people and departments are doing but there is no venue to collaborate.”

# Student Experience

# Student Experience: Themes

➤ Social experience of students could be more engaging. There is a need for communal spaces to foster networking and collaboration.

- Plaza is a source of comradery and connection for students
- Clubs and operating hours are important for students and one of the areas in which they are most satisfied

➤ Baruch has a wide-variety of resources available that students find beneficial to their success, and there is a need to enhance resources to fit the diverse needs of students.

- Housing and food insecurity is an issue for many students
- Many students carry the load of working and attending school full time – being involved at the college can be a hardship
- There is a need to enhance support for student service areas including advising and psychological counseling
- Much attention is given to the high-achieving and high-support students. Similar support for students in the middle of the bell curve would be beneficial.

➤ Students feel the overburdening of staff and faculty is an obstacle to their quality of education, access to education, and their feeling valued by the school

- Students desire increased communication and transparency around processes

## Student Experience (cont'd)

"I think students should have the ability to decide what kind of events they want to do and have more freedom. Baruch has always been a closed campus but most students are commuters so we would like the ability to meet somewhere outside of school."

"Some students lack basic technology, you can't even assume a student has the technology or a place to use it to take the class at home – it's difficult to assign sophisticated work when students are taking classes on phone. "

"I like the very diverse club life. Like we really have a club for everything and they really know how to make the most of what they have."

"There are no sitting areas for students in the hallways and many facilities need repairs. We have to generate money to truly make this a welcoming environment."

"We need more personal guidance for students. Students who want a job here have to go door to door – nothing is centralized."

"I really love how our majors and minors are so unique and diverse and, you can really be anything that your heart desires."

.....

"If students don't have enough course options and flexibility, modalities, they aren't going to graduate."

.....

# Student Experience (cont'd)

## Top initiatives to consider...

- Create a logic model that focuses on the student path from pre-enrollment, Baruch experience, and post-grad success.
- Take strides to integrate faculty into community fostering deeper relationships with students.
- Mentorship opportunities where students are connected more directly to faculty and staff.
- Expand and invest in academic advising, career services, and counseling services.
- Robust mental health support and wellness program.
- Invest in infrastructure (study spaces, technology, distance learning, etc.).
- Increase support for academic and co-curricular support offices with staffing, space, and other resources.

## Additional ideas...

- Create college-wide center for global initiatives to ensure majority of Baruch students have meaningful international experiences.
- Raise funds to support scholarships that don't require competition.
- Advising support for transfer students.
- Pilot programs that give students additional support.
- Create a more equitable experience by funneling more funding into Weissman.
- Students desire more affordable meal options on campus.

## Outcomes...

- Increased opportunities for ALL students
- Increased graduation rates
- Increased student hire rates
- Higher retention rates
- A more equitable education overall
- Meeting needs of non-traditional students
- Improve transfer outcomes
- Improve post-grad outcomes
- Closing equity gaps

# Academic Excellence

# Academic Excellence: Themes

## ➤ Faculty research is central to our success and purpose

- There is a strong desire for increased collaboration and interdisciplinary research
- There is a need to build industry partnerships to bring resources for research and for students
- A focus on increasing funding to build capacity for academic research
- Students and faculty alike desire increased experiential learning opportunities – learning that take place outside of typical structure
- There is a lot of "red tape" involved with research approvals that add extra stress to professors (ex. IRB process)

## ➤ Students are eager for closer experiences with faculty to enhance learning

- Student writing skills is an area to focus improvements
- There is a need for a more data informed approach to identifying gaps in learning and students' individual needs
- Consider class loads and support systems for professional educators

## ➤ Some feel that the arts should be incorporated within the Baruch Community through academic offerings and in common spaces

## ➤ Faculty and students would like to see an increased focus on sustainability and climate change as a part of students' education

## ➤ Staff and faculty alike desire increased professional development opportunities

- Faculty are eager for support in non-research domains as well
- Some adjust professors want more support and growth opportunities to truly deliver quality educational experiences

## ➤ Students, faculty, and staff agree that academic excellence includes market-relevant courses and programs at Baruch and should continue to do so

## Academic Excellence (cont'd)

"We need to leverage both our location and a mix of modalities at the same time."

"We should aspire to breaking down silos - students will be trained in more interdisciplinary ways and we need to be more radical in how we imagine we can do this; with the three different schools this would be something we can do well."

"Climate change should be part of our conversation, our students' education and their prep for the future."

"We need a meaningful and actionable understanding of what works best for student learning in terms of diverse modalities of learning/teaching"

.....

"I wish that all students had the experience of SEEK students or honor students."

.....

# Academic Excellence (cont'd)

## Top ideas for Baruch to consider...

- Offer more flexible learning and scheduling options (including hybrid and online learning)
- Increase support for academic and co-curricular support
- Increase professional development for faculty and staff
- Create a structured reward/recognition system for faculty research / innovation / scholarship that differentiates contributions based on quality (e.g, world class research or premier publications should result in substantial recognition in College)
- More vertical cross-pollination of ideas – bringing together diverse roles
- Create a robust imagination fund to support creative academic projects – avoid complex approval criteria
- Continue to build out, expand opportunities to connect with NYC community (including internships, etc.)

## Additional ideas...

- Faculty and staff research symposium
- Leveraging resources for climate change action in NYC
- Student Leadership Institute – renewable energy and environmental justice initiatives
- Assessment of teaching and learning practices and mechanisms
- Create learning communities for students, faculty, and staff

## Outcomes...

- Increase research grants
- Increase research productivity/excellence
- Increasing visibility of and access to research
- Equity of support for research and all schools
- Empowered grads supporting climate advocacy and justice initiatives
- Research support for all
- Baruch known as an innovation hub
- Increase student involvement in research

# Workplace Experience & Campus Culture

# Workplace Experience & Campus Culture

## ➤ Staff and faculty are incredibly committed and many are experiencing chronic burnout and overwork

- Faculty and staff are incredibly mission-driven and take great pride in being a member of the Baruch community
- Many are eager for a space or means to voice ideas, suggestions, or concerns
- Bureaucracy and sense of hierarchy impacts the overall culture and leaves people feeling stifled
- Lack of a clear or equitable path to advancement
- Some staff feel that their expertise is not understood or respected by faculty and campus leaders
- Employees desire some flexibility in the workplace to match the current environment

## ➤ Diversity of students is a strength but there is a strong lack of diversity among faculty

## ➤ There is a need to invest in facilities, campus grounds, and shared common spaces for culture and collaboration and to support a comfortable and inclusive environment

- Revisit allocation of space
- Create inclusive and accessible spaces for all – mobility impaired, gender-neutral bathrooms

## Workplace Experience & Campus Culture (cont'd)

"Many processes are unnecessary and make our job more difficult."

"We need to be trusted with flexible work, a 9-5 desk job is outdated. I'm working on the train when I could be doing that at home."

"We need more staff to support. We have double the amount of students and same amount of staff."

"Our campus is not big enough to do everything that we are trying to do. We need to grow our physical space in order to meet the growth of our student population. "

"Diversity is often touted as a strength, but much more could be done to make the college community more equitable and inclusive. I'd like to see the College invest resources in current student success programming that promotes tangible DEI initiatives."

"I've never felt a part of the strategic decisions or felt like I have a purpose in the future of Baruch, so I'm grateful to be included in this conversation."

.....

"Most of us get joy from supporting students, being a part of the students journey – reenergizes us."

.....

# Workplace Experience & Campus Culture (cont'd)

## *Top ideas for Baruch to consider...*

- Create a community where DEI principles are incorporated into everything we do for culture, curriculum, hiring, promotion, work schedule
- Increased opportunities to collaborate across departments
- Create a formalized process for increasing recognition and appreciation across the campus
- Structured and equitable reward and advancement systems
- Optimize and streamline processes
- Invest in facilities to create welcoming and inclusive space
- Focus on wellbeing and mental health support

## *Additional ideas...*

- Increase the number of events designed for engagement and collaboration where students, faculty, and staff can discuss ideas and goals for Baruch
- Focus on enhanced data tracking and reporting
- Invest in centralized communication hub
- Seek cross disciplinary grants and funding
- Conduct a campus-wide space analysis to determine either unused space or underutilized space as previously mentioned.

## **Outcomes...**

- More diverse faculty
- Equitable access to resources, facilities, and space
- Students feeling connected and a sense of belonging
- Improved retention of faculty and staff
- Better sense of belonging among faculty and staff
- Better data management
- Increase student involvement in research
- Align resources and support to our values

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