

# QUESTION 4



# Working Group: Cross-Community Representatives

- Sharon Bain, Director of Institutional Grants
- Nina Bisbee, Director of Facilities
- Kari Fazio, Chief Financial and Administrative Officer
- Cristina Fink, Athletics Director & Chair of Physical Education
- Paul Hintz, Instrument Specialist
- Daniella Jacob '26, Undergraduate Posse Scholar
- Gina Kim '92, Trustee
- Katie Krimmel, Associate Dean of the Career & Civic Engagement Center
- Anita Kurimay, Associate Professor of History and Acting Director of Gender and Sexuality Studies
- Bob Miller, Chief Alumnae/i Relations and Development Officer
- Sarah Robertson '97, Director of Sponsored Research
- Colin Webster, Pre-Medical Postbac Student
- Tracy Weber, Director of Global Education
- Lia Wong-Fodor '26



## Working Group #4: Original Framing Questions

What are Bryn Mawr's strengths, capabilities and resources? Which of them can be better leveraged to create reliable (and potentially alternative) revenue streams within our existing time and space constraints without detracting or distracting from our core mission/programs? What affordances have we created by building the capability to offer programs and educational experiences virtually and how/do we want to capitalize on them (while remaining a residential undergraduate college)? What changes, opportunities and challenges are coming societally (e.g., demographically, technologically, environmentally, new knowledge/ skills/needs etc.)? How can we best prepare such that BMC will thrive in the next decade and beyond? Are there promising possibilities beyond the traditional academic year and beyond BMC's traditional undergraduate population? Are there places we may want to streamline or allow ourselves to stop doing something so that we can free up resources to invest in our core mission/programs and current priorities?



## Working Group #4: Original Framing Questions (Take 2)

**What are Bryn Mawr's strengths, capabilities and resources?** Which of them can be better leveraged to create reliable (and potentially alternative) revenue streams within our existing time and space constraints without detracting or distracting from our core mission/programs? What affordances have we created by building the capability to offer programs and educational experiences virtually and how/do we want to capitalize on them (while remaining a residential undergraduate college)? **What changes, opportunities and challenges are coming societally** (e.g., demographically, technologically, environmentally, new knowledge/skills/needs etc.)? **How can we best prepare such that BMC will thrive in the next decade and beyond?** Are there promising possibilities beyond the traditional academic year and beyond BMC's traditional undergraduate population? Are there places we may want to streamline or allow ourselves to stop doing something so that we can free up resources to invest in our core mission/programs and current priorities?

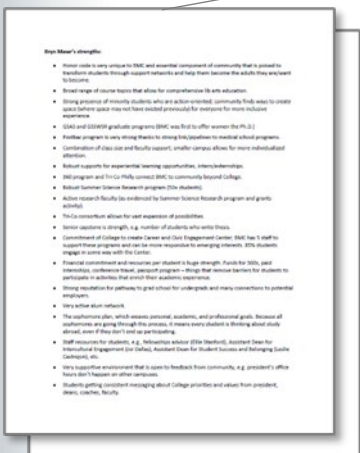


## Working Group #4: Focus of Discussion

- What are Bryn Mawr's strengths, capabilities and resources?
- What changes, opportunities and challenges are coming societally (e.g., demographically, technologically, environmentally, new knowledge/skills/needs etc.)?
- How can we best prepare such that BMC will thrive in the next decade and beyond?



# Bryn Mawr's Strengths



- Honor code is very unique to BMC and essential component of community that is poised to transform students through support networks and help them become the adults they are/want to become.
- Broad range of course topics that allow for comprehensive lib arts education.
- Strong presence of minority students who are action-oriented; community finds ways to create space (where space may not have existed previously) for everyone for more inclusive experience.
- GSAS and GSSWSR graduate programs (BMC was first to offer women the Ph.D.)
- Postbac program is very strong thanks to strong link/pipelines to medical school programs.
- Combination of class size and faculty support; smaller campus allows for more individualized attention.
- Robust supports for experiential learning opportunities, intern/externships.
- 360 program and Tri-Co Philly connect BMC to community beyond College.
- Robust Summer Science Research program (50+ students).
- Active research faculty (as evidenced by Summer Science Research program and grants activity).
- Tri-Co consortium allows for vast expansion of possibilities.
- Senior capstone is strength, e.g. number of students who write thesis.
- Commitment of College to create Career and Civic Engagement Center; BMC has 5 staff to support these programs and can be more responsive to emerging interests. 85% students engage in some way with the Center.
- Financial commitment and resources per student is huge strength. Funds for 360s, paid internships, conference travel, passport program – things that remove barriers for students to participate in activities that enrich their academic experience.
- Strong reputation for pathway to grad school for undergrads and many connections to potential employers.
- Very active alum network.
- The sophomore plan, which weaves personal, academic, and professional goals. Because all sophomores are going through this process, it means every student is thinking about study abroad, even if they don't end up participating.
- Staff resources for students, e.g., fellowships advisor, Assistant Dean for Intercultural Engagement, Assistant Dean for Student Success and Belonging, etc.
- Very supportive environment that is open to feedback from community, e.g. president's office hours don't happen on other campuses.
- Students getting consistent messaging about College priorities and values from president, deans, coaches, faculty.
- Teaching & Learning Institute and similar programs for faculty development in inclusive pedagogical and advising practices.
- College's location offers easy access to center city Philadelphia.
- Beautiful campus; College approaches renovations as opportunities to improve physical access to buildings and to reduce carbon footprint. Result is improved ability to accommodate accessibility needs.
- Smaller community makes us more agile in response to emerging needs; less bureaucracy here, compared to large universities
- Being women's college is strength; progressive, supportive, safe space; women in leadership is the norm, not the exception.
- Teaching how to think and to think critically; learning from so many different perspectives.
- The fact that the College is intentional about including students in this kind of process, e.g. strategic planning, search committees, DEI-related committees, etc.
- Intellectual Inquiry and an emphasis on scholarship
- "Challenging Women," Not just smart, but activist
- Including challenging the nature of higher education
- Global Engagement
- Our facilities (but also a challenge/ horizon issue)



# Our Opportunities

## “A look to the horizon – challenges and opportunities”

### Challenges:

- Cancel Culture and the ability to initiate true dialog
- “Calling people in, not calling them out”
- Rising needs for mental health and wellbeing
- Need to teach myriad coping skills – including practical (time management, etc.)
- Concepts of equity and agreement on shared values has proven polarizing in some communities
- Public disinvestment of higher education – both government funding and rhetorical

### Opportunities/ Needs in the Marketplace:

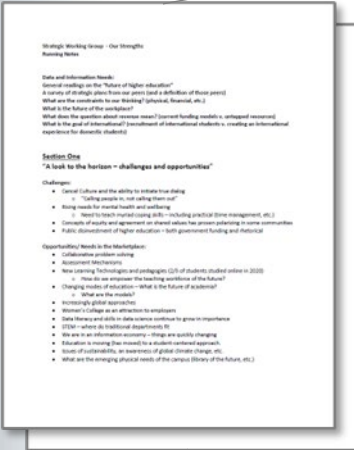
- Collaborative problem solving
- Assessment Mechanisms
- New Learning Technologies and pedagogies (2/3 of students studied online in 2020)
- How do we empower the teaching workforce of the future?
- Changing modes of education – What is the future of academia?
- What are the models?
- Increasingly global approaches
- Women’s College as an attraction to employers
- Data literacy and skills in data science continue to grow in importance
- STEM – where do traditional departments fit
- We are in an information economy – things are quickly changing
- Education is moving (has moved) to a student-centered approach.
- Issues of sustainability, an awareness of global climate change, etc.
- What are the emerging physical needs of the campus (library of the future, etc.)

## Discussion of marginal improvements vs. transformational changes

- Many of the suggestions will be to further invest in things on the margin
- For example: Mentoring, Experiential Learning, Living Learning Communities (our “Parking Lot” of ideas to explore.
- Strengths include the TLI and our size (but is size a challenge as well?)
- Equity and Inclusion emerged as an area for bold change after a discussion of things that still “need to be solved.”

## Equity and Inclusion

- Discussion centered on student experience and overall campus culture.
- Race and Belongingness remain issues on campus
- BMC community has a high level of awareness on these issues
- “We have knowledge, but we don’t know what to do to make things better”
- Macro Problems – but examine the intersections
- Financial Aid
- Equity Across levels of power
- Thriving v. surviving
- Posse
- Supports are missing or not felt
- Classroom experience





# Moving Toward a Framework: Individual and Collective Exercise

## OVERVIEW

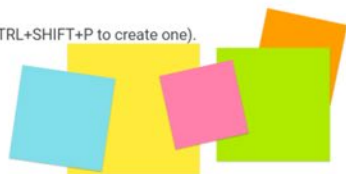
Before our meeting next week, generate your own categories for the 48 strengths.

Link to list of 48 strengths here: <https://brynmawr-my.sharepoint.com/:w:/g/personal/>

Each person gets their own "board" (find your name) by scrolling to your "board" by using the right/left arrows the top of the screen.

Use Sticky notes to list your categories (Press CNTRL+SHIFT+P to create one).

For now, only add to your board!



**Local Campus & Facilities**

**What makes BMC unique? What is the significance? State the differentiators. Women's college, small size.**

**What makes us stand out among the greatest?**

**Opportunities can exist even if not unique - strength could be leveraged and marketed**

**Intentionality in shaping global citizens**

**Devotion to an intimate and challenging learning space**

**Expansion outside of the BMC institution to other opportunities for educational development**

**Commitment to allowing students to trailblaze and catalyze change**

**Resources provided to students to progress academically and sociopolitically**

**Used by 65% of students; 2) Fellowship assistance; 3) variety of Deans**

**Administrative support, 1) individualized attention; 2) financial commitment/resource per student; 3) Tri-Co; 4) staff resources for students.**

**5) Open to feedback; communication provided regularly; 6) less bureaucracy; 7) intentionality of including students in administrative processes**

**4) Tri-Co; 5) Pathway to grad school; 6) Advising program; 7) TL; 8) Thinking critically; Edu: 9) Emphasis on scholarship, which includes a large number of senior theses completions; 10) Global engagement (JYA, Internships, Externships); 11) 360s**

**Other related communities: 1) Graduate programs strong (and with history); 2) Best (7) postbac program; 3) Active alum network; 4) Tri-Co+Penn**

**Local experts & global Experience: 360 & study abroad**

**Established paths to grad school & employment**

**Institutional Identity**

**Academic Opportunities**

**Facilities**

**Intentionality in shaping global citizens**

**Devotion to an intimate and challenging learning space**

**Expansion outside of the BMC institution to other opportunities for educational development**

**Commitment to allowing students to trailblaze and catalyze change**

**Resources provided to students to progress academically and sociopolitically**

**Incubator for community leaders**

**Academic excellence (student/faculty)**

**Committed Community**

**Exceptional Academics**

**Academic Excellence; Skills for Effective Lives; Pathways to Purpose, Engaged Students, Engaged Community**

**Experiential Learning & Lifelong Skill Development**

**Well-Resourced Innovations**



<p style="text-align: center;"><b>Culture</b></p> <p style="text-align: center;"><i>Commitment to allowing students to trailblaze and catalyze change.</i></p>	<p style="text-align: center;"><b>Community</b></p> <p style="text-align: center;"><i>Devotion to an intimate and challenging learning space.</i></p>	<p style="text-align: center;"><b>Curriculum</b></p> <p style="text-align: center;"><i>Intentionality in shaping global citizens &amp; resources provided to students to progress academically and sociopolitically.</i></p>	<p style="text-align: center;"><b>Career</b></p> <p style="text-align: center;"><i>Expansion outside of the BMC institution to other opportunities for educational development.</i></p>
<p><b>Honor code</b> as a unique and essential component of our community, poised to transform students to the adults they want to be.</p> <p><b>Alumni network</b> is very strong and active.</p> <p><b>Staff resources</b> available to all students.</p> <p><b>Consistent messaging</b> to students from all members of the community.</p> <p><b>Supportive environment</b> that is open to feedback from the community.</p> <p><b>Intentionally inclusive</b> of the student voice in various processes.</p> <p><b>Agile responsiveness</b> to emerging needs courtesy of being a smaller community.</p> <p><b>Historically women's college</b> creates a progressive, supportive and safe space where women in leadership is the norm rather than the exception.</p> <p><b>Intellectual inquiry</b> and emphasis on scholarship.</p>	<p><b>Strong presence of minority students</b> who are action-oriented, creating a space for a more inclusive experience.</p> <p><b>Financial commitment</b> to each student to help eliminate barriers they can enrich their academic experience.</p> <p><b>Small class size</b> allows for individualized attention to students.</p> <p><b>Teaching &amp; Learning Institute</b> allows for faculty development in inclusive pedagogical and advising practices.</p> <p><b>Location</b> allows for easy access to Philadelphia.</p> <p><b>Campus</b> that is beautiful but also working on being more accessible through renovations.</p> <p><b>Facilities</b> that provide opportunities to students (but are also a challenge).</p>	<p><b>Broad range of course topics</b> to ensure a comprehensive liberal arts education.</p> <p><b>GSAS &amp; GSSWSR</b> graduate programs.</p> <p><b>360 &amp; Tri-Co Philly programs</b> connect our community &amp; curriculum to the community beyond the college.</p> <p><b>Summer science research program</b> is very robust.</p> <p><b>Active research faculty</b> which provides students with opportunities.</p> <p><b>Senior capstone &amp; thesis</b> are completed by a large percentage of students.</p> <p><b>Critical thinking</b> emphasis through learning from different perspectives.</p> <p><b>Challenging women</b> who are not just smart but activists for their futures.</p>	<p><b>Career &amp; Civic Engagement Center</b> is well supported by the college, engages with and responds to emerging student interests.</p> <p><b>Sophomore plan</b> weaves personal, academic, and professional goals to help all students.</p> <p><b>Experiential learning opportunities</b> are well-supported and encouraged.</p> <p><b>Grad school &amp; employment</b> of students is ensured with strong reputations for pathways to grad school and many connections to potential employers.</p> <p><b>Postbac program</b> is strong courtesy of strong links to medical programs.</p> <p><b>Tri-Co Consortium</b> allows for the vast expansion of possibilities.</p>

**Culture**



*Commitment to allowing students to trailblaze and catalyze change.*



**eg.** honor code, alumni network, staff resources, consistent messaging, supportive environment, intentionally inclusive of the student voice, agile responsiveness, historically women’s college, emphasis on intellectual inquiry & scholarship, etc.

**Community**



*Devotion to an intimate and challenging learning space.*



**eg.** strong presence of minority students which creates a space for a more inclusive experience, financial commitment to each student, small class size, Teaching and Learning Institute, location, beautiful campus, facilities, etc.

**Curriculum**



*Intentionality in shaping global citizens & resources provided to students to progress academically and sociopolitically.*



**eg.** broad range of course topics to ensure a comprehensive liberal arts education, GSAS & GSSWSR graduate programs, 360 & Tri-Co Philly programs, summer science research program, active research faculty, senior capstone & thesis are completed by a large percentage of students, critical thinking emphasis, creating “challenging women”, etc.

**Career**



*Expansion outside of the BMC institution to other opportunities for educational development.*



**eg.** Career & Civic Engagement Center which responds to emerging student interests, sophomore plan, experiential learning opportunities, strong pathways to graduate school, connections to potential employers, post-bac programs & links to medical programs, Tri-Co Consortium expands possibilities, etc.

**WHAT COMES NEXT?**