

**Brooklyn
College**

2011–2016

Strategic Plan
for Brooklyn College

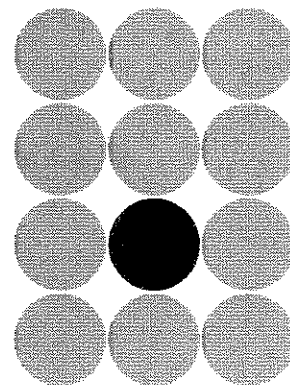


table of contents

Foreword	i
Executive Summary	1
Mission Statement	3
Vision and Values	3
Core Commitments	4
Strategic Themes	5
Provide an outstanding educational experience for our students	5
Foster a dynamic, responsive, and inclusive academic community	6
Capitalize on Brooklyn as a learning environment and a gateway to the world	8
Promote the impact of Brooklyn College and its alumni	9
Improve institutional effectiveness and enhance campus infrastructure	10
Monitoring our Progress	12
Steering Committee	14
Working Committee	14

executive summary *(continued)*

Enhancing the effectiveness of our operations and infrastructure will be necessary to achieve each of our goals. Successful implementation of the new five-school structure is an important step in this process. Equally important is a strategic enrollment plan that attracts qualified students, increases yield, and strengthens enrollment where we have capacity. Guided by a new facilities master plan, we also will continue to plan, build, and renovate facilities to support instruction, research, and student engagement. Other essential steps include improving student service, linking resources to priorities, emphasizing accountability and transparency, enhancing our technology infrastructure, and seeking external funds to support our priorities and programs.

An effective strategic plan is, of course, a living document. To achieve our goals, we will monitor progress and measure results. Responsibility for implementation will be shared by the entire campus community; each year, all divisions will develop alignment plans to connect annual activities to college priorities. A comprehensive mid-course evaluation will be conducted during the third year of implementation. In addition, existing reporting and assessment tools will be used to gauge our progress. Meeting the goals contained herein will strengthen Brooklyn College and lay a solid foundation for our future.

core commitments

- ◆ Recruit, retain, and support a committed, diverse, and qualified student body and equip them with the knowledge, skills, and confidence to become proud and successful Brooklyn College graduates and responsible citizens.
- ◆ Recruit, retain, and support a distinguished and diverse faculty as well as an expert, diverse staff who support and promote excellence in teaching, learning, scholarship, creative work, and service.
- ◆ Build and renovate a physical plant and infrastructure that support our academic community in the pursuit of our mission.
- ◆ Strive for continuous improvement by aligning assessment and accountability with resource allocation.
- ◆ Designate existing fiscal resources strategically and in alignment with college priorities.
- ◆ Expand external funding resources to support student success, faculty excellence, program enhancements, and infrastructure.
- ◆ Develop distinctive, high quality programs and activities at Brooklyn College in concert with the CUNY Master Plan and the CUNY Performance Management Process.

strategic themes *(continued)*

Foster a dynamic, responsive, and inclusive academic community

- ◆ Attract, retain, and support purposeful, motivated students from the borough, the city, the state, and beyond.
- ◆ Attract, retain, and recognize a diverse and distinguished faculty dedicated to first-rate teaching, research, and service.
- ◆ Attract, retain, and support a diverse, highly skilled and dedicated staff to support the academic community.
- ◆ Foster the thoughtful and respectful exchange of ideas among all sectors of our community.
- ◆ Engage college citizens in issues related to administration and governance.
- ◆ Implement the Brooklyn College Diversity and Inclusion Plan.

Action Items

Students

- ◆ Implement coordinated campus-wide recruitment that strengthens relationships with borough high schools and other educational partners both locally and internationally, and seek increased student housing opportunities.
- ◆ Provide student life programs that meet student needs with regard to college services and resources, health and wellness programs, and sports and recreational activities.
- ◆ Provide increased opportunities for collaborative student engagement with faculty in research, travel, creative programs, symposia, and roundtables.
- ◆ Effectively communicate student advisement and financial resource information using appropriate communication channels.
- ◆ Fundraise to support student scholarships.
- ◆ Enlist student organizations in maintaining a supportive and safe campus environment conducive to active learning in and outside the classroom.
- ◆ Recognize and promote student engagement in peer mentoring, volunteer programs, and civic engagement that foster active learning, reflection, and respect for difference.

strategic themes *(continued)*

Capitalize on Brooklyn as a learning environment and a gateway to the world

- ◆ Learn in, from, and about Brooklyn, its heritage, and its people.
- ◆ Utilize the borough's dynamism and draw on its rich heritage to help shape future growth.
- ◆ Promote creative place-based learning and problem solving in our teaching, research, and community service.
- ◆ Excel as a leading cultural, intellectual, economic, and community resource for the borough, the city, and the state.
- ◆ Cultivate local and global connections to foster continued student success.

Action Items

- ◆ Advance curriculum development, research initiatives, and student placement opportunities in the interdisciplinary fields of city-based and sustainability education by implementing the recommendations of the Provost's Task Force on City-Based and Sustainability Education.
- ◆ Promote the work and impact of the Center for the Study of Brooklyn, the Small Business Center, and the Magner Center for Career Development and Internships, as well as community arts programming. Continue to seek external funding through a variety of funding streams to support these efforts.
- ◆ Increase global educational opportunities and strategically develop international partnerships.
- ◆ Deepen existing community partnerships and build fruitful reciprocal relationships.
- ◆ Identify new strategic partnerships with cultural and educational institutions, community-based and non-profit organizations, and businesses large and small that are located in and serve the borough of Brooklyn to explore joint ventures that support student learning.

strategic themes *(continued)*

Improve institutional effectiveness and enhance campus infrastructure

- ◆ Organize the academic division into five schools in order to foster student success, raise the profile of our academic programs, enhance cross-departmental interaction, expand external partnerships, and attract external funding.
- ◆ Implement the facilities master plan and continue to plan, build, and renovate facilities that support instruction, research, and student engagement.
- ◆ Pursue continued improvement in institutional operations and services; utilize appropriate data and assessment methodologies to identify and implement change.
- ◆ Maintain sound financial management practices, strategically linking resources to core commitments and priorities.
- ◆ Foster a safe, secure, sustainable, and healthy campus community.
- ◆ Improve communication to and among students, faculty, and staff.
- ◆ Emphasize accountability and transparent communication as an institution and as individuals.
- ◆ Implement a coordinated fundraising plan to develop external funding streams in support of academic excellence and enhanced campus infrastructure under the aegis of the Foundations for Success Campaign.

Action Items

- ◆ Create a rubric and report regularly on the implementation of the strategic plan, including a comprehensive mid-course update.
- ◆ Implement the five-school structure according to plan and develop alignment plans for each school that articulate specific goals and objectives for improving the quality of academic programs, promoting faculty excellence, and enhancing the learning outcomes, educational experience, and success of students.
- ◆ Develop and implement a comprehensive strategic enrollment management plan.
- ◆ Construct regulation athletic fields that support competition in sport-specific conferences, build the new Leonard & Claire Tow Center for the Performing Arts, plan and build a twenty-first-century science complex, and continue to renovate science research labs and teaching facilities in Ingersoll in accordance with the facilities master plan.

monitoring our progress

In the past ten years, Brooklyn College has developed a body of reports and assessment resources and protocols that will inform the implementation of priorities outlined in the strategic plan. The following is an overview of the types of qualitative reports and performance data that we will use to monitor our progress. Where necessary, additional reporting and assessment protocols will be developed to address newly identified activity.

CUNY and External Reporting and Assessment Tools

- ◆ The **CUNY Performance Management Process (PMP)**—an annual goal-setting and reporting process supported by a complex set of institutional performance indicators including retention and graduation rates, progress on faculty-driven assessment of student learning, sound financial management, fundraising, grants income, enrollment statistics, and student satisfaction with college services. Each spring, the PMP program publishes a comparative report on CUNY college performance on each metric by institutional type (i.e., senior colleges, comprehensive colleges, community colleges) and in the context of a university-wide average.
- ◆ The **CUNY Student Experience Survey (SES)**—administered biennially in conjunction with the CUNY PMP; the survey provides information about student satisfaction with academic, administrative, computing, and student services and useful background information about students, such as their financial situation and how they spend their time.
- ◆ The **National Survey of Student Experience (NSSE)**—a biennial CUNY-administered activity that surveys freshmen and seniors, and reports results within the context of national peer institutions. NSSE provides information about student study habits, student life commitments, attitudes about student learning, and engagement with faculty and peers. A related survey, the Beginning College Survey of Student Engagement (BCSSE), gives special attention to how entering freshmen expect their college experience to differ from high school, and how they plan to succeed in college.
- ◆ The **CUNY Faculty Scholarship Report**—submitted annually in conjunction with the PMP; identifies the scholarly and creative accomplishments of the full-time faculty within the previous calendar year.
- ◆ **CUNY Program Review Report**—submitted annually in conjunction with the CUNY PMP; provides information on the external evaluation of academic departments and programs.
- ◆ **External Accreditation Activities**—self-studies, reviews and evaluation reports conducted and submitted at required intervals by the Middle States Commission on Higher Education (Periodic Review Report due in 2014), the Council on Education for Public Health, the American Dietetic Association, the Council on Academic Accreditation of the American Speech-Language-Hearing Association, and the National Council for Accreditation of Teacher Education.
- ◆ Recognition of faculty, students, and programs, through national rankings, major grants, fellowships, and awards as well as through specially constructed comparative reviews with peer institutions made possible through **Consortium for Student Retention Data Exchange (CSRDE)** membership.

steering committee

Karen L. Gould, President

Louis DiMeglio, 2010–11 Student Government President, CLAS

Nicole Hosten-Haas, Acting Chief of Staff to the President

Stephen Joyner, Vice President for Enrollment Management

Steve Little, Vice President for Finance and Administration

Milga Morales, Vice President for Student Affairs

Maria Perez y Gonzalez, Professor and Chair, Puerto Rican and Latino Studies; Chair, Faculty Council

Andrew Sillen, Vice President for Institutional Advancement

Jeremy Thompson, Senior Director of Communications and Marketing

William Tramontano, Provost

Colette Wagner, Assistant Dean and Executive Assistant to the Provost

working committee

Jennifer Adams, Education

Robert Agyemang, Graduate Student

Konstantinos Alexakos, Education

Jameson Alphonse,
Undergraduate Student

Richard Altabe, NYS Parochial
School Association

Michael Anderson, Academic Assessment

Willard Archie, '68, Magner Center
Advisory Council

Michael Ayers, Institutional Research

Arshad Bacchus,
Undergraduate Student

Brandon Bain, '04, Brooklyn College
Alumni Association

Joan Bartolomeo, Brooklyn Economic
Development Corporation

Robert Bell, Finance and
Business Management

Sam Beller, '59, Brooklyn College
Foundation Trustee

Brithney Benn,
Undergraduate Student

Alvin Berk, Community Board 14

Gagendra Bhog,
Undergraduate Student

Rebecca Boger, Earth and
Environmental Sciences

Pamela Brier, Maimonides Medical
Center

Ryan Buck, Student Affairs

Maurie Callahan, Academic Affairs

Gabriella Caruso,
Undergraduate Student

Sabrina Cerezo, Research and
Sponsored Programs

Leah Chajeckis, Bursar

Loretta Chin,
Undergraduate Student

Samir Chopra, Philosophy

David Cohen, Midwood High School

Ed Cohen, '62, Brooklyn College
Foundation Trustee

Michael Coleman, Student Affairs

Natalie Coombs, Enrollment
Services Center

Latricia Davidson,
Undergraduate Student

Scott Dexter, Computer and
Information Sciences

Bryce K. Dixon, Graduate Student

James Eaton, Academic Affairs

Emmanuel Ekwedike,
Undergraduate Student

Ken Estey, Political Science

Geraldine Faria, Academic Affairs

Barry Feirstein, '74, Brooklyn College
Foundation Trustee

John Frankenstein, Finance and
Business Management

Tunji Fussell, Diversity and Equity
Programs

Mark Gabriel, Graduate Student

Norma Garcia,
Undergraduate Student

Marilyn Gelber, Brooklyn Community
Foundation

Brian Gibney, Chemistry

Alan Gilbert, Finance, Budget and
Planning

Erika Gilt,
Undergraduate Student

Mark Gold, Information Technology
Services

Harry Gomez, Campus and
Community Safety Services

Kenneth Gould, Sociology

Stephen Gracia, Scholarships

Brooklyn College

2900 Bedford Avenue • Brooklyn • New York 11210