

## REVISED BROOKLYN COLLEGE PERFORMANCE GOALS, 2011-12

### GOAL 1: RAISE ACADEMIC QUALITY

#### Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

##### *1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies*

- Review master's level graduate programs to determine opportunities for strategic growth and appropriate investment.
- *School of Education Program Recognition:*
  - Implement a new platform to support data collection efforts for SOE accrediting bodies;
  - *English Education Secondary Level, BA & MA:* prepare NCTE required follow-up reports due September 15, 2012;
  - *Mathematics Education Secondary Level, BA & MA:* submit NCTM required follow-up report due March 15, 2012;
  - *Mathematics Education Middle MSED:* reapply for recognition in spring 2012;
  - *Educational Leadership–School Building Level and School District Leadership Level:* implement first year of a required three-year data collection effort in preparation for reapplication to the Educational Leadership Constituent Council;
  - *Social Studies:* prepare to file for NCSS recognition.
- *Health & Nutrition Science:* Prepare for fall 2012 ACA/CADE site visits for the didactic program in dietetics (DPD, i.e., the undergraduate nutrition program) and the dietetic internship (DI) program.
- *Speech, Communication Arts & Sciences:* Prepare for 2013 ASHA site visit.

##### *1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community*

- *Organize for Effectiveness:*
  - Implement the five-school structure: inaugurate four new schools on August 1<sup>st</sup>. Elect five school-based Promotion and Tenure Committees (September). In School of Education, elect four department chairs, four appointment and curriculum committees as well as school P&T committee (September).
  - Refine the transition plan for Academic Affairs, clarify policies and procedures for interaction of departments, schools, and Provost's offices. Create a documentation map for Academic Affairs, identifying the record-keeping responsibilities of departments, schools, and Provost's offices.
  - Launch a broadly based communications campaign to inform the college community about new school structure and its impact on services and policies.
- *Strategic Planning/School Alignment Plans:*
  - Develop divisional (i.e., Cabinet-level) action plans that link to the Strategic Plan;
  - Create and implement a procedure for assessing and reporting on progress on college wide Strategic Plan Initiatives;
  - Define goals and objectives for the five schools as Phase I of a two-year effort to produce school-based action plans that support the overarching college mission and Strategic Plan.
- *Enhance Infrastructure:*
  - Present Facilities Master Plan Amendment (completed in 2010-11) to the Board of Trustees (September 2011);
  - Initiate construction of the Leonard and Claire Tow Center for the Performing Arts;
  - Complete schematic design of the Roosevelt Science Commons;
  - Work on the re-zoning of the Nostrand Avenue property;

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- Complete construction of new athletics field.
- *Marketing and Communications:*
  - Integrate visual identity across all college units, clarify brand architecture, and align identity with CUNY co-branding standards;
  - Deploy new website with user-centric architecture and compelling content; produce three-year plan for development and maintenance of digital properties.
- *New Programs:* Seek Board of Trustees and NYSED approval for three new masters' degree programs in Film (M.F.A., M.A., M.S.) and an M.A. in Human Resource Management.
- *External Recognition:* Promote the outstanding accomplishments of our students, faculty, programs, and activities, and seek external recognition that reflects on the College and the University.

### *1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation*

- Conduct external program review of the department of Sociology. Mathematics will prepare its self-study in anticipation of external review in 2013.
- Review and finalize multi-year plans for the departments of Africana Studies, Anthropology and Archaeology, Classics, Health and Nutrition Sciences, History, Philosophy, Physical Education and Exercise Science, Puerto Rican and Latino Studies, and Television and Radio.

### *1.4 Use of technology to enrich courses and teaching will improve*

- % of instructional FTEs offered partially online or totally online, % of instructional FTEs offered totally online, and % of instructional FTEs offered partially online will increase by 1% in all categories.
- Profile current online offerings by department and school; incorporate results into school-based long-range planning efforts.
- *Library/AIT:*
  - Pilot a text message reference service.
- *ITS:*
  - Renovate an additional 15-20 smart classrooms;
  - Build a new 25 seat SEEK instruction technology facility;
  - Build a new 25-seat Computer Science programming studio able to host mainstream and robotics instruction;
  - Implement a new equipment request and tracking system across the arts departments for student projects and provide a variety of personal multimedia tools and resources (camcorders, audio records, cameras) to arts, education, and social science programs to facilitate interactive and media-enriched learning.

## **Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity**

### *2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers*

- Hire 31 new faculty for fall 2012 (including four endowed chairs), based on strategic needs and curricular directions.
- Develop an orientation and mentoring program for Graduate Teaching Fellows (GTFs) and adjunct faculty to ensure classroom effectiveness. Utilize training materials to launch a portal resource for GTFs and adjunct faculty.

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- Expand the training program for new department chairpersons to foster classroom effectiveness.
- Enhance the presentation of student evaluation of faculty data to facilitate its use for formative and summative assessment.

### *2.2 Increase faculty research/scholarship*

- Reported faculty scholarship and creative works for 2011 will increase over 2010 by 2% in number of contributors and number of scholarly and creative works produced.
- Review and reform process for requesting, approving, and reporting on sabbatical leaves in alignment with findings of NYS Comptroller's audit (fall 2011). Expand the Provost's Seminar Series as a post-sabbatical reporting mechanism for all sabbatical recipients.
- Provide appropriate start-ups for new faculty in need of specialized research configurations.
- Increase non-tax-levy travel support for faculty presentations at national and international scholarly conferences by 10%.

### *2.3 Instruction by full-time faculty will increase incrementally*

- Increase % of instructional FTEs taught by full-time faculty by 1.5%.
- Develop school-based plans to increase the number of instructional FTEs taught by full-time faculty that also address curriculum mapping in support of improved graduation rates.

### *2.4 Colleges will recruit and retain a diverse faculty and staff*

Recruit and retain a diverse faculty and staff: improve campus climate by providing workplace diversity training, including partnering with the GBLTQ faculty group, GLARE, to sponsor training on creating safe spaces for students, staff and faculty from the GBLTQ community and creating a more welcoming campus environment.

## GOAL 2: IMPROVE STUDENT SUCCESS

### *Objective 3: Ensure that all students receive a quality general education and effective instruction*

#### *3.1 Colleges will provide students with a cohesive and coherent general education*

- Align Core and Academic Foundations learning outcomes with Pathways learning outcomes and enact curricular changes as indicated.
- Assess the effectiveness of the first-year seminar and formalize its role in the first-semester learning communities (CUE-funded).
- Utilize CUE funds to support programs that target increased one- and two-year retention rates for first-time full-time and transfer students ([Objective 4.2](#)), increased pass rates in English composition ([Objective 3.3](#)), and improved student writing outcomes (as assessed in Writing Intensive courses and Writing Intensive majors).
- Maintain 68% participation in first-semester learning communities and increase retention rate of learning community participants by 1% (CUE-funded).
- *Writing Across the Curriculum*: Engage 25% of School of Business faculty in a faculty development program dedicated to WAC principles and the use of college-wide writing benchmarks to improve and assess student writing (CUE-funded).

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### 3.2 Colleges will improve basic skills and ESL outcomes

- *ESL*: Achieve a 97% pass rate on all basic skills tests for the fall 2009 ESL cohort.
- *SEEK*:
  - Achieve a 95% pass rate on all basic skills tests;
  - Basic Skills Math Program: Redesign June and summer basic skills math workshops in response to results of new math exit instrument, and evaluate results of use of ALEKS (a nationally used, artificial intelligence math program for individualized learning and assessment) for improved outcomes, increased flexibility of delivery, and cost effectiveness;
  - Counseling Component: Bring counseling component into compliance with CUNY policy by implementing electronic evaluation of SEEK counselors, instituting a process and procedures for assessing effectiveness of counseling component, and expanding counseling services to five days a week throughout the academic year;
  - Revise mandatory pre-freshman program to increase efficiency and effectiveness: reconfigure program length and schedule; review offerings to provide more targeted interventions, coursework and orientation activities; improve the amount and type of student profile data.
- *Opportunities for Student Success (OSS)*: Recruit a cohort of 50 students; provide them with a learning community (including a freshman seminar and a problem-solving course) and math immersion workshops. Attain an 85% COMPASS pass rate by the OSS cohort by end of fall 2011 and establish an OSS baseline for 2012 comparison.

### 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study

- Improve % of students passing English composition by 1.5% within one year and by 3% within two years. English Department will train new faculty in common grading standards and implement a pilot skills reinforcement program in the final two weeks of Eng 1010, supported by a combination of online tutorials and tutors (CUE-funded).
- Improve % of students passing gateway mathematics with C or better by 1%.
- Assess modifications in Unified Science Bridge program to determine if revised scale-up model improves student outcomes.
- Establish new baseline pass rates for first-semester STEM learning community pre-health students, based on curricular changes made following fall 2010 assessment.
- Establish school liaisons in the Center for Advisement and Student Success (CAASS) who support lower division students in their transition to the major, improve student satisfaction with advisement, and support retention and graduation strategies.
- Pilot e-Notes (a system for shared tracking of student advisement from admissions through graduation) in the Center for Academic Advancement and Student Success (CAASS) to assure consistent advisement across the campus and throughout the student's career.

### 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender

- Improve one-year retention rates by underrepresented group and gender status by 1%.
- Monitor progress within Phase II of the implementation of the recommendations of the Task Force on Student Retention and Graduation Success (Objective 4.0).

### 3.5 Colleges will show progress on implementing faculty-driven assessment of student learning

- Increase the number of undergraduate programs working on evidence-gathering stage by four.

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- Increase the number of undergraduate departments with clear program level learning goals/objectives mapped to courses by four.
- Implement School of Education data collection required for resubmission to Educational Leadership Constituent Council for recognition of the Educational Leadership program (Objective 1.1).

### ***Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion***

- Monitor progress on Phase II implementation of the recommendations of the Task Force on Student Retention and Graduation Success (Objectives 3-4.3).
- Completely revise the process for online publication of the college bulletins and implement an annual publication cycle for both bulletins.

#### *4.1 Colleges will facilitate students' timely progress toward degree completion*

- 34% of freshmen and transfers will take one or more courses the summer after entry; 91% of baccalaureate students will declare a major by the 70<sup>th</sup> credit; average number of credits earned by full-time, first-time freshmen in the first 12 months will be 26.5.
- Support design and implementation of a two-year curriculum mapping initiative that incorporates effective deployment of full-time faculty across all schools (Objective 2.3).
- Streamline the transfer evaluation process for international students and graduate students (Phase II of a two-year project; domestic undergraduate process revised in AY2011).
- Complete scribing updates to enhance currency of information in Degree Works and promote its use as a degree-planning tool.

#### *4.2 Retention rates will increase progressively*

- Improve one- and two-year retention rates of full-time, first-time freshmen by 1%; improve one- and two-year retention rates of transfer students by 1%.
- Establish the position of Manager of Transfer Student Services in Enrollment Management and open a Transfer Student Center (Objective 9.2).
- Implement a new Transfer Student Articulation and Processing system (Objectives 6.1, 9.2)
- *Magner Center for Career Development and Internships*: reorganize on a liaison model to serve five schools; revise goals and objectives to align with the Strategic Plan; and create three-year plan to improve quality of services and assess effectiveness of learning outcomes (Objective 5.2).

#### *4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs*

- Improve four- and six-year graduation rates of full-time first-time freshmen and transfers by 1%; improve four-year graduation rate of graduate students by 1%.
- Support and implement two-year curriculum mapping across all schools (Objectives 2.3, 4.1).
- Implement general education initiatives, especially engagement with Pathways initiative, outlined in Objective 3.
- *Advisement*: Implement advisement and related data management initiatives outlined in Objective 3.3; under aegis of *SMART to Finish*, convene school-based undergraduate advisors each semester to improve communication between central and departmental advising.

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### ***Objective 5: Improve post-graduate outcomes***

#### *5.1 Professional preparation programs will improve or maintain the quality of successful graduates*

- *School of Education*: increase pass rates on all NYS teacher certification exams by 2%.
- *School of Business*: maintain or incrementally improve the % of students who pass at least one segment of the Uniform C.P.A. exam:
  - Revise Accounting curriculum to address changes in the CPA exam;
  - Monitor impact of change in standards (specifically the minimum grade of C in all major courses) on student success.
- *Post-Graduate Exam Results*: review available GMAT, MCAT, LSAT and GRE results in context of new school structure to determine appropriate curricular modifications and support service interventions.

#### *5.2 Job and education rates for graduates will increase*

*Graduate Outcomes Data Collection*: Magner Center and Alumni Affairs will launch initiatives to identify post-graduate job and education placements in support of improved academic quality and increased external recognition (Objectives 1.1 and 1.2).

#### *Magner Center for Career Development and Internships (Objective 4.2)*:

- Create, implement, and assess learning outcomes for all workshops;
- Measure Magner Center benchmarks against NACE benchmarks and target improvements on 3-4 indicators;
- Reorganize and develop staff to liaise within the five-school structure.

### ***Objective 6: Improve quality of student and academic support services***

#### *6.1 Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning*

Student satisfaction with academic support services will rise to 2.95.

- *Advisement*: Implement all advisement initiatives and associated data management initiatives outlined in Objectives 3-4.3 and
  - *School of Education*: implement four advisement/service hubs to support student success;
  - *SEEK*: assess tutoring and advising personnel and procedures; restructure SEEK Tutoring Center; expand service hours in all areas.
- *International Education and Global Engagement*: launch the Center; review/revise program goals and objectives; create a three-year plan for developing global engagement as a signature college program; create at least one new articulation agreement with an international partner; increase the number of students participating in international education programs; and assess outcomes.
- *ITS*:
  - Implement a new “StudentCentral” student advising system to log student administrative interactions;
  - Implement new Transfer Student Articulation and Processing system (Objectives 4.2, 9.2);

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- o Begin adapting all existing student alerts and administrative transaction notices to allow optional text message notifications.
- *Library/AIT:*
  - o Increase access to/usage of library collections, especially electronic books & journals;
  - o Publicize and increase usage of the Online Library Instruction Program (LOOP) and release LOOP 3 (specifically tailored to needs of transfer students);
  - o Participate in a national return on investment survey focused on how library access affects the success of faculty grants.
- *Student Affairs:*
  - o *Athletics:*
    - Reestablish men's and women's swimming and diving teams;
    - Expand hours of service in fitness center, pool, gym, and racquetball courts.
  - o *Health and Wellness/WISE Initiative:* provide an online course (WISE) on alcohol, sexual assault, and social responsibility education to freshmen, transfers, and 1 Kenilworth residents.
  - o *Office of Student Disability Services:* integrate the Office of Student Disability Services into the Student Affairs organization (transferred from Academic Affairs effective July 1.
  - o *Domestic Violence Awareness Program:* Women's Center, in collaboration with counseling programs and student organizations, will plan activities that coordinate with anti-bullying programs to be sponsored by the Student Center in conjunction with the Office of the Mayor.
  - o *Rez Life in the Big Apple:* expand Residence Life activity to non-residential students, in particular, to international and out of state residents. Provide programming that builds on city and borough resources and contributes to a stronger sense of community.
  - o *SERVA Program:* in support of retention and graduation initiatives and in partnership with ITS, establish an interactive student volunteer registry where students can commit to service experiences and document the hours of service/training associated with their volunteer experience.
  - o *Student Assistance and Referral (SAR):* Provide emergency financial support to qualifying students under terms of the Petrie Emergency grant program; inaugurate the *Shop for Success at Target* program to provide healthy food and clothing for students facing emergency needs.
  - o *Veterans Affairs:* Conduct two workshops on "Top Ten Things Veterans Should Know to Be Successful in College (target 200 students)."

### GOAL 3: ENHANCE FINANCIAL AND MANAGEMENT EFFECTIVENESS

#### *Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses*

##### *7.1 Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise*

- Increase total enrollment by 0.8%.
- Mean SAT score will rise to 1120 and mean CAA of regularly admitted first-time freshmen will rise by 0.2.
- Continuing Education (PACE, right-sized in spring 2011) will limit enrollments to adult literacy program offerings supported by grants administered by CUNYRF.

##### *7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges*

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- Maintain high % of course evaluations completed in TIPPS.
- Provide space for BMCC classes during targeted periods. (Objective 9.3)

*7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity*

- Meet 95% of enrollment targets for College Now, achieve successful completion rates and increase the number of students who participate in College Now college and precollege offerings.
- Develop an effective sequence of increasingly challenging activities, such as precollege or gateway courses to college-credit courses.
- Increase the persistence of enrolled College Now participants within and across precollege and college programs.

### ***Objective 8: Increase revenues and decrease expenses***

*8.1 Alumni-corporate fundraising will increase 10%*

- Increase Brooklyn College Foundation (BCF) fundraising by 10% using a weighted, rolling three-year average.
- Open a new gift market for fundraising in the area of corporate and private foundations.
- Design and implement a fundraising plan with each of the school deans consistent with the college's new structure.
- Meet or exceed the proceeds of *Brooklyn College Night* (May 2011) at the May 2012 annual gala event.

*8.2 Each college will review its revenue targets including those for Adult and Continuing Education*

- Review and meet the tuition revenue target.
- Work with the University Budget Office to adjust the IFR revenue target to account for the right-sizing of the Continuing Education program.

*8.3 Colleges will improve or maintain sound financial management and controls*

Maintain the percentage of tax levy budget spent on administrative services.

*8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities*

Implement a financial plan with a balanced budget that aligns expenditures with academic priorities.

*8.5 Contract/grant awards will increase*

- Increase grants and contracts awarded (administered by the RF) by 5% based on a weighted, rolling three-year average.
- Increase faculty/staff grantsmanship skills through an in-house workshop series and by publicizing no-fee workshop opportunities available in the metro area.

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- Increase the quantity of proposals by working with administrators, deans, and chairs to encourage faculty to submit proposals, to educate faculty on the proper process for submitting proposals, and to identify research areas and match them with appropriate funding opportunities.
- Diversify the sponsor portfolio to include an increased number of private/corporate sponsors and expand the federal, state, and city agencies; create a balance between institutional and research projects in the award portfolio.

### 8.6 *Indirect cost recovery ratios will improve*

Improve indirect cost recovery ratios.

## **Objective 9: Improve administrative services**

### 9.1 *Colleges will make progress within a declared capital campaign*

- Make significant progress towards the \$14 million goal of funding start-up costs of the new graduate programs in Cinema to be housed at Steiner Studios.
- Complete negotiations for the transfer of the Knohl rare book collection gift, assessed at a minimum of \$14 million.
- Make further progress in the *Foundation For Success* capital campaign especially with respect to Advancing Institutional Effectiveness and Leadership, Fostering Innovation in Teaching and Research, and Promoting Student Success.

### 9.2 *Student satisfaction with administrative services will rise or remain high at all CUNY colleges*

Student satisfaction with administrative services will rise to 3.13.

- *Enrollment Management:*
  - Open a Transfer Student Center (housed in the West Quad) in fall 2011 (Objective 4.2);
  - Transition to a web-based transfer evaluation system (Objectives 4.2, 6.1).
- *ITS:* Develop online automated web-based workflow applications, running under the College's web portal—readmission applications, comprehensive exam scheduling, and student academic petitions.
- *Student Affairs:*
  - Personalize baccalaureate and masters' commencement ceremonies; split masters' ceremony into two events to accommodate additional guests;
  - Reinstate tradition of new undergraduate student convocation in fall 2011.

### 9.3 *Colleges will improve space utilization*

- Strategically employ Facilities Master Plan findings to improve utilization of existing space.
- Provide classrooms for BMCC classes during targeted low-usage periods (Objective 7.2).

### 9.4 *All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws*

Comply with Board policies, Risk Management, collective bargaining agreements, and applicable laws, including the new Tobacco-Free Campus Policy.

### 9.5 *All colleges will make timely progress on CUNYfirst implementation*

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Participate in the University's scheduled Campus Solution data conversion project.

*9.6 Each campus should have a functioning sustainability council with broad representation from the campus community, and have a recognized, multi-year sustainability plan*

Implement the ten-year sustainability plan.