A. UNIVERSITY GOALS

1. Increase opportunities for students to be taught by full-time faculty

Percentage of instruction by full-time faculty will be 48.5%.
Ratio of student FTEs to full-time faculty will be 23.26.

2. Faculty Hiring: Strategically hire 39 faculty for 2015-16 to support program objectives including AACSB accreditation for the School of Business (5), the opening of the Barry R. Feirstein Graduate School of Cinema (3), expanded programming in support of the NYCDOE Universal Pre-K in Early Childhood and Art Education (3), and the Science and Resilience Institute@Jamaica Bay (3).

3. Increase faculty scholarship and research impact

Publications and creative activities (3-year weighted rolling average) will be 1.1.
Increase number of funded research grants by 10%.
Increase total dollar amount of research grants (3-year weighted rolling average) by 5%.

School of Business: invest savings derived from reduction in adjunct budget in faculty development programs to support professional development including conference presentations and research publications.

School of Humanities and Social Sciences: continue the school-based mini-grant program and assess its impact over the 2-year trial period on faculty satisfaction and research productivity.

Office of Sponsored Research
• Work closely with school deans to publicize targeted funding opportunities and enlist increased faculty participation.
• Enhance quality of research proposals by providing faculty with grantsmanship skill training through on-campus and off-campus workshop opportunities.

4. Ensure that students make timely progress toward degree completion

Following a pattern of improvement in major indicators in this category, we anticipate that performance will plateau and that our students will progress toward degree completion at the following rates:

Average number of credits (equated credits) earned by full-time first-time freshmen in the first 12 months of study will be 26.8.
Percentage of undergraduate students who earn 30 credits (equated credits) per year will be 34.8%.
One-year retention rate of full-time first time freshmen will be 86.4%.
One-year retention rate of fall 2013 entering full-time transfers will be 76.7%.
Center for Academic Advisement and Student Success:
- Develop and implement a coordinated advisement plan for undergraduates to support persistence to graduation.
- Identify at risk students and create advising interventions to address specific needs.
- Work with ITS to acquire and implement early warning monitoring and notification system for at risk students.

Faculty Council: complete the general education curriculum review launched in fall 2013 by the end of fall 2014 and implement revised, Pathways-compliant general education curriculum by fall 2015.

5. Increase graduation rates

Following a pattern of improvement in 4- and 6-year graduation rates for full-time first-time freshmen, we anticipate that their graduation rates will plateau:
4-year graduation rate of full-time first-time freshmen entering in fall 2010 will be 22.1%.
6-year graduation rate of full-time first time freshmen entering in fall 2008 will be 50%.
4-year graduation rate of full-time first-time transfers entering in fall 2010 will be 53% (increase of 3.7%).

- College-wide Advisement Council will be created (consisting of faculty, administration, and professional advisors) to improve communications between academic departments and Center for Academic Advisement and Student Success (CAASS), synthesize new general education requirements for balanced advisement between CAASS and department, and create new workflows to assist students in finding appropriate advisement opportunities.
- CAASS’ Technology-Based Services: (1) expand service/contact hours by 5% through the use of technology and social media; (2) move all workshops for pre-registration, “Journey to Success,” and readmission online; (3) institute communications to First College Year and rising sophomores via text.
- School of Business: publish comprehensive curriculum maps for all degree programs to support timely progress toward degree completion (AACSB requirement).
- School of Education: Department of Early Childhood and Art Education will implement the Advanced Certificate in Early Intervention and Parenting (in partnership with the NYC Department of Mental Health and Hygiene) and support the New York City Department of Education’s Universal Pre-K program. In School Psychology/Counseling /Leadership, continue exploration of the PSY D with the Queens College School of Education as a consortial partner (aligned with university priorities and guidance).
- School of Humanities and Social Sciences: (1) complete assessment plans (including learning objectives mapped to courses, and assessment cycles) in all departments; (2) implement course level assessment in at least 2 sections in fall and spring semesters; and (3) complete and post curriculum maps through AY 2017-18 on all departmental websites.
- School of Visual, Media, & Performing Arts: (1) expand its collaboration with the Magner Center by linking faculty advisors and alumni with a Magner Center professional advisor to focus on career opportunities. This program, already successfully implemented in TV/Radio,
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will be expanded to the Film Department; (2) review BFA programs to emulate the cohort model in place within master’s programs to support timely progress toward graduation.

6. Improve student satisfaction with academic support and student support services

Associate Provost for Academic Programs:

- **Center for Academic Advisement and Student Success (CAASS):** implement year 2 of its 3-year plan, including acquiring and implementing state-of-the-art tools such as Hobson’s early alert to enrich advisement services; creating the College Advisement Council and holding two meetings per semester to focus on streamlined advisement practices in CAASS and across all schools, hiring two additional professional advisors, crossing training advisors in pre-health and pre-law areas, and designating CAASS advisors for each school; and addressing the sophomore slump through programs targeted to second, third, and fourth semester students. To promote one-on-one advisement for second semester students in advance of scheduled registration dates, CAASS will expand its express pass program by engaging 33% of second semester students in early advisement (increase of 4%).

- **International Education and Global Engagement:** increase the number of applications for study abroad scholarship by 5%; deliver two workshops for faculty on short term program development, continue to strengthen current partnership agreements, and develop 2 new working international agreements.

- **Magner Career Center:** implement year 3 of its 3-year plan goals including: (1) increasing utilization of social media by 20%, increasing classroom and student organization presentations by 10% and conducting two focus groups with freshman/sophomores and transfer students; (2) establishing new recruiting relationships with 4 organizations by leveraging alumni connections. Increased internship opportunities will be accomplished by placing 7-8 students in on-campus internships and at least 10 students in international internships; (3) organizing or co-sponsoring 1-2 career workshops per academic school.

- **Pre-health Programs:** implement year 1 of 3-year plan, including at least 3 pre-health workshops each semester; offering instructional programs to support student success—i.e., 4-day summer prep course in organic chemistry (40 students); subsidized Kaplan MCAT course (40 students); a critical thinking course for freshmen and sophomores (15 students)—supporting 100 students in applications for health profession programs, and increasing the number of high school pre-health outreach sessions.

- **Pre-law Program:** newly assigned faculty advisor will collaborate with Magner Center to develop short- and long-term recruitment plans and to draft a 3-year strategic plan.

Campus Safety & Security Services:

- Survey students regarding their perception of Campus Safety & Security Services and review the results for possible changes in policy and procedure.

- Conduct training sessions for BC staff and faculty on Active Shooter Response (in conjunction with NYPD Crime Prevention Section).

- Host the first actual Brooklyn College Active Shooter Scenario to be conducted on campus in summer 2014 (in conjunction with the Office of the University Director of Public Safety and NYPD).
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- Schedule regular meetings between college senior leadership and the new Commanding Officer of the local NYPD Precinct to assess neighborhood safety and security, and follow up as needed.

Division of Student Affairs:
- **Event Planning and Implementation:** conduct August 2014 training for club leaders in new event planning protocol; develop a core of faculty advisors to support 20 selected student clubs in event planning and provide faculty advisors to 15% of registered and active clubs by March 2015. **Community Planning Forum** will be held twice each semester to focus on event planning and implementation and provide feedback on college policies and procedures.

- **New Student Orientation:** implement an expanded new student orientation program (from 1 to 4 days); recruit 50 student volunteers to be trained by 10 student captains; achieve an 80% sign up rate among students who attended orientation for the co-curricular transcript program by October 1; follow new students and conduct outreach through Facebook throughout their first semester; engage 33% of students who attended fall 2014 orientation in a spring 2015 celebration of a successfully completed first semester.

- **Increase Volunteer Service and Recognition for Student Volunteer Service (SERVA Initiative):** develop and implement a Food Pantry Project based on existing CUNY models; recruit 30 volunteers to support Student Center fall 2014 drive to collect canned goods and toys for children in need; recognize SERVA volunteers at the spring 2015 *Making a Difference* celebration.

- **Promote Diversity and Civility through Student Affairs Programs:** host the second annual 3-day *Students Building Unity Retreat* bus trip to upstate New York in Jan. 2015 for 30 students to practice skills in relationship building, conflict mediation and resolution, to encourage participation in diversity activity reflecting different cultures, and to prepare for Unity Week programming in spring 2015. Also, offer diversity training to all student government leaders in fall 2014 with the expectation that 75% of all elected student government representatives will participate in diversity training and 75% of those trained will complete an annual success plan by November 1st. Conduct 4 Judicial Affairs workshops to educate students about the role of judicial affairs on campus and to increase awareness of the possible consequences of inappropriate behavior.

- **Provide Increased Counseling Services:** the rate of client participation in group counseling will be raised by 2% and group counseling clients will demonstrate improvement on mental health symptom scales.

- **Athletics:** disseminate Spring 2014 survey results regarding school spirit, a sense of belonging and positive educational climate and how student athletes and spectators are responding to Athletics-sponsored activities. A utilization plan to open selected athletic facilities earlier in the morning will be assessed.

- **Veteran’s Affairs:** partner with Magner Center to develop a college to career placement program for 200 veterans who will be enrolled in the co-curricular transcript program to document their engagement in personal and academic development programs.

- **Women’s Center:** host “Calling All First Generation BC Women” (6 groups of 10 students each in a series of 3 sessions) to focus on first generation women college students from immigrant backgrounds. It is expected that 80% of women who attend 2 of the 3 sessions

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will report themselves as able to identify solutions to personal and academic problems they might face at the college.

Information Technology Services:
- Appoint an Implementation Committee to oversee the execution of priority recommendations of the ITS Task Force Report issued in spring 2014.

Library: develop a pilot project on open access/alternative textbooks, combining open materials, multimedia, and library resources.

Office of Communications and Marketing: re-establish the Committee on Campus Communications with a cross section of staff and students to identify and recommend improvements to our campus communication channels and processes, in particular, to support retention and graduation of students.

7. Improve student satisfaction with administrative services

Enrollment Management:
- Recruitment: meet domestic undergraduate and graduate enrollment targets, broaden recruitment area to include under-represented student populations, and increase our new international student population by 2%. Grow domestic and international outreach by incorporating the latest technology, including various social media, and “Blue Jeans,” an advanced web-chat software.
- Student Services: continue ongoing Degreeworks training for students, staff and faculty to teach the college community how to produce and use the degree progress report for advising and progression to graduation. Anticipated results: higher student satisfaction in academic advising, and smoother progression towards graduation.
- Financial Aid: reconfigure staffing to provide more financial aid counselors during regular hours and off-hours; engage in intrusive advising for students, making students aware of unused funds available to them so that they can remain on track to 4-year graduation.
- Course Scheduling: (1) implement “Resource25” scheduling software to increase efficiencies in the room scheduling process and provide for better placement of courses into most appropriate rooms; (2) review the process of allocating smart classrooms to serve all schools and to increase the spread of smart classroom utilization across the weekly schedule; (3) evaluate the new annual scheduling calendar and modify as indicated. Anticipated result: increase in faculty and student satisfaction.

Division of Student Affairs:
- A comprehensive assessment and implementation plan to identify and address strengths and weaknesses of the Division of Student Affairs will be developed by the new Dean of Students by December 2014 and implemented by March 2015.
- Staff Training: “Raising the Technology Bar” will engage students who work part-time in DOSA in technology training workshops provided by the Library to develop technology

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skills. Participants will journal experience, log activity, and problem-solve a specific problem at least once a semester. Effectiveness and success will be evaluated through interviews and focus groups. Residence Assistants (4) will be trained in identifying/reporting sexual harassment or sexual assault issues to support students living in the adjacent residence hall.

Facilities:
- Complete and open a space in Ingersoll designated as an LGBT lounge by September 2014.
- Continue planning for a capital project to renovate 6 of the largest and most heavily used lecture halls. The tentative start date for phase one, renovation of the first 2 halls, is summer 2015.
- Planning and design for new projects, such as the Ingersoll Science renovations, the new Roosevelt Teaching Commons and the Student Lecture Hall project, will continue to emphasize the need to include appropriate student lounges and gathering spaces.
- Sustainability efforts will continue to be developed and managed by the campus wide Sustainability Committee, with a focus on continuing energy savings and increased recycling.

Information Technology Services: aid scheduling and space utilization by providing technical support for the development and roll out of the Resource 25 space management system.

8. Increase revenues

Voluntary contributions (3-year weighted rolling average) will increase by 10%. Grants and contracts (3-year weighted rolling average) will increase by 5%. Alternative revenues (3-year weighted rolling average) will increase by 3%.

Institutional Advancement:
- Continue to fundraise for the Barry R. Feirstein Graduate School of Cinema by defining and formalizing new campaign targets and categories and developing the Advisory Council.
- Make progress on the new $10 million campaign for the School of Business.
- Increase the total number of gifts to the Brooklyn College Foundation by 5% over total gifts in 2013.
- Implement new staffing and business processes for the Brooklyn College Foundation.

Government and External Affairs: continue to work to secure public support and funds for the initial outfitting of the Tow Center for the Performing Arts.

Graduate Center for Worker Education (GCWE)/Continuing Education:
- Create a combined strategic plan for evolution of the GCWE and re-launch of Continuing Education program.
- Reorganize the GCWE space (25 Broadway) to insure improved space utilization and implement a room management system with the target of achieving 100% utilization on weeknights and 25% on weekdays.
- Identify at least 9, and formalize at least 5, partner relationships to support program development and marketing.
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- Develop and implement a social media platform to support marketing efforts, with the goal of having at least 75 Twitter followers by June 2015.

**Library:** promote, expand, and enhance entrepreneurship and commercialization projects (i.e., hosting, scanners, shared software and services).

**Office of Sponsored Research:**
- Continue efforts to diversify sponsor portfolio to include federal, state, city, private and corporate funding such as the NYC Department of Mental Health and Hygiene (Early Childhood and Art Education) and the US Department of the Interior and the NYS Department of Environmental Conservation (Science and Resilience Center@Jamaica Bay).
- Continue to enhance grantsmanship skills of all faculty through increased number of workshop/training opportunities on campus and in local area.

9. **Use financial resources efficiently and prioritize spending on direct student services**

Spending on instruction, research and student services as a percentage of tax levy budget will increase by 0.3%.
Percent of budget in reserve will be 2%.

10. **Increase the proportion of full-time faculty from under-represented groups**

39 faculty searches were conducted for the 2014-15 season; 6 failed and 2 are still in progress as of late June. Of the 31 new hires, 48.3% were male and 51.6% were female. 38.7% of those hired were minorities. None of the new hires self identified as Italian-American. To ensure a diverse applicant pool for each of the 39 faculty 2015-16 vacancies, the Office of Diversity and Equity, Human Resources, and the Office of the Associate Provost for Faculty and Administration will continue to collaborate on campus-wide faculty recruitment and retention initiatives, with expanded outreach efforts to include additional recruitment resources that specifically target veterans and disabled workers.

B. **SENIOR COLLEGE SECTOR GOALS**

1. **Increase faculty satisfaction**

As a result of the 2010 COACHE satisfaction survey administered to our new faculty, a number of areas of concern were identified, including the consistency of tenure messages and expectations. A follow-up assessment of professional evaluation processes and documents (conducted in 2013-14) determined that there are inconsistencies in the way that faculty evaluations are handled.

**Office of the Associate Provost for Faculty and Administration:**
- Work with the five school deans to formulated a plan to be implemented in 2015-16 to create department and school criteria for research and scholarship and thereby clarify the criteria for award of tenure.
• Host an all day information session for pre-tenure faculty on promotion and tenure.
• Continue the conversation, begun at the Chairs’ Retreat in 2013-14, on how to effectively use professional evaluation processes and document to provide appropriate guidance to faculty.
• Explore venues for announcing and publicizing successful tenure and promotion actions.

2. **Increase enrollment in master’s programs**

Total enrollment in master’s programs will be 3,228.
Recruitment for new master’s programs will be 1057.
1-year retention rate in master’s programs will be 85.7%.
4-year graduation rate of master’s students entering in fall 2010 will be 68.3%.

**Academic Affairs Council:** implement priorities identified in the Graduate Program Review (May 2103).

**School of Business:** pursue increased graduate enrollment based on realignment of master’s program with AACSB standards.

**School of Education:** under the leadership of its new dean, review low- and under-enrolled programs.

**School of Humanities and Social Sciences:** under the leadership of its new dean, develop a strategic plan for graduate education in the school, based on its findings in the Graduate Program Review.

**School of Natural and Behavioral Sciences:** increase collaboration with and support for School of Education MAT degree programs.

**School of Visual, Media & Performing Arts:** launch a new certificate program in Museum Education to enhance professional opportunities for art history graduate students and prepare for the fall 2015 opening of the Barry R. Feirstein Graduate School of Cinema.

**Associate Provost for Academic Programs:**
• Develop and administer a graduate student satisfaction survey in fall 2014; assess results and develop an implementation plan in spring 2015.
• Appoint a Director of Graduate Studies to coordinate services for graduate students and facilitate cooperation among the five schools, the Office of the Associate Provost, Enrollment Management, and the Faculty Council Committee on Graduate Admissions and Standards.

**Office of Communications and Marketing:**
• Support enrollment efforts across the College, particularly in graduate programs, through updated marketing materials, outreach and publicity.
• Launch a comprehensive marketing campaign to recruit the inaugural class of the Barry R. Feirstein Graduate School of Cinema.
C. COLLEGE FOCUS AREA GOALS

1. Seek AACSB Accreditation of the School of Business:
   - Submit the AACSB Business School Accreditation Eligibility Application and obtain a
     mentor to guide next steps in the process.
   - Hire 5 full-time faculty to address AACSB standards and increase the percent of instructional
     FTEs taught by full-time faculty in the school.
   - Invest savings from reduction of adjunct budget in professional development for faculty to
     meet accreditation standards.
   - Facilities: in phase 1 of the Lecture Hall Renovation Project (tentative start date summer
     2015), convert Whitehead Room 320 to a large instruction space outfitted with current
     technology to support both conventional and distance learning in Accounting, Finance,
     Economics, Marketing and Management.
   - Government and External Affairs: work with DASNY, CUNY, and New York City to
     finalize land use actions related to the acquisition of the site for the home of the School of
     Business.
   - Institutional Advancement: launch a $10 million campaign to support program
     development and promote academic excellence in the School of Business.
   - Office of Communications and Marketing: support efforts across the School of Business,
     to heighten awareness of academic programs, outstanding students and faculty. In particular,
     support the process of applying for AACSB accreditation.

2. Prepare to Launch the Barry R. Feirstein Graduate School of Cinema in Fall 2015:
   - Seek approval of a substantive change to Brooklyn College’s accreditation status from the
     Middle States Commission on Higher Education to offer complete programs of study at
     Steiner Studios.
   - Obtain governance and NYSED approval for two additional master’s programs to be offered
     at the Graduate School of Cinema—i.e., the MFA in Sonic Arts and the MFA in Media
     Scoring.
   - Strategically hire faculty and staff to support fall 2015 opening: a HEO Assistant, a Senior
     CLT, two faculty members, and a Distinguished Lecturer, (all in the Film Department) and,
     in the Theater Department, an Assistant Professor to teach Acting for the Camera.
   - Facilities: continue to support the construction of the Barry R. Feirstein Graduate School of
     Cinema facilities in preparation for fall 2015 opening.
   - Institutional Advancement: continue to fundraise in support of the Barry R. Feirstein
     Graduate School of Cinema, particularly in the areas of student scholarships and
     professorships.
   - Office of Communications and Marketing: launch a comprehensive marketing campaign
     to recruit the inaugural class of the Barry R. Feirstein Graduate School of Cinema.
3. Prepare for CAEP Re-Accreditation of the School of Education (2017):

- Review current status of the areas for improvement identified in the 2010 NCATE accreditation report to determine progress and address outstanding issues.
- Inventory data collection activity to determine compatibility with new CAEP standards for accreditation; implement additional data collection activities as indicated.
- Continue to seek special program recognition (SPA) for unrecognized programs: educational leadership, social studies teacher, and physical education teacher.

4. Enhance Status of Brooklyn College as a Science Destination:

Facilities: complete planning and design for the Ingersoll laboratory renovation project.

Government and External Affairs: continue to work with the local community, the Brooklyn Borough President, members of the New York City Council, and members of the New York State Legislature and their staffs to gain support for the Roosevelt Undergraduate Science Teaching Commons ($130 million already committed; $290 million required).

Science and Resilience Institute@Jamaica Bay (SRI@JB):
- Conclude the national search and appoint an Executive Director of SRI@B.
- Hire 3 faculty members to support initial activity of SRI@JB.
- Identify funding opportunities and develop proposals to advance its research agenda.

School of Natural and Behavioral Sciences:
- Create a baccalaureate degree in public health to capitalize on current job market opportunities.
- Faculty and administration will continue to pursue potential joint-doctoral degree granting status aligned with university priorities and guidance.