CUNY PERFORMANCE MANAGEMENT PROCESS
BROOKLYN COLLEGE PROGRESS REPORT, 2014-15

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<td>Increase Enrollment In Masters Programs</td>
<td>Provide An Outstanding Educational Experience for our Students</td>
<td>Review The Quality, Impact, Resource Needs And Future Opportunities of Our Graduate Programs</td>
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Overview: Since our Middle States Self Study in 2009, the College has focused its attention on graduate programs. Key achievements include:

- 2011-12, standardized the graduate review process by all our academic departments
- 2012-13, completed comprehensive departmental graduate program review
- 2013-14, completed school and college level review
- 2014, submitted 2014 Periodic Review Report to Middle States

Significant Developments

- Established the Graduate Review Implementation Committee, chaired by the Dean of Education and comprised of faculty from each of the schools, staff and other Faculty Council chairs. The committee prioritized and implemented improvements to admissions practices and financial aid communication; developed and administered a graduate student survey in 2015, and recommended the creation of a Director of Graduate Studies.

- School of Business: increased enrollment of FTE graduate students by 44.5% between fall 2011 and fall 2014.

- School of Education: conducted a review of low- and under-enrolled programs and is in the process of deactivating 8 programs with zero enrollments.

- School of Humanities and Social Sciences: created a graduate program review committee to develop a data driven planning model, to set realistic enrollment targets and recruitment strategies, to understand resource allocations, and to develop new programs.

- School of Visual, Media & Performing Arts: launched a new certificate program in Museum Education to enhance professional opportunities for art history graduate students; developed and obtained governance approval for two new MFAs in Music; and prepared for the opening of the Barry R. Feirstein Graduate School of Cinema in fall 2015 (see College Focus Goal #2).

- Associate Provost for Academic Programs
  - Appointed an Assistant Dean of the Graduate Center for Worker Education responsible for developing a strategic plan for GCWE credit and non-credit offerings.
  - Appointed a Director of Graduate Studies responsible for coordinating graduate student services and facilitating planning and communication among the 5 schools, the Office of the Associate Provost, Enrollment Management, and the Faculty Council Committee on Graduate Admissions and Standards.
  - Administered a graduate student satisfaction survey in 2015. Results are being compiled.
Overview: The School of Business (SB) accreditation process was initiated in 2011-12 when the College began to align its processes and structures according to AACSB standards. Key developments include:

- 2012-13, developed a strategic plan for the SB, including a 3-year faculty hiring plan
- 2013-14, created infrastructure for the “Assurance of Learning Program” required by AACSB.
- 2014, AACSB Business School Accreditation Eligibility Application was accepted and the first visit of the assigned AACSB mentor occurred in May 2015.

Significant Developments
- Fall 2011-14, increased enrollment of FTE graduate students 44.5% over 3-year period.
- Hired 3 full-time faculty to address AACSB standards and to increase the percent of instructional FTEs taught by full-time faculty in the school.
- Reduced the number of adjuncts from 68 in AY 2011-12 to 45 in AY 2014-15 and increased the average class size in the school to 39.86, an increase of approximately 22% over fall 2011. Invested $21,000 in professional development for 18 faculty to meet accreditation standards based on savings from reduction of adjunct budget.
- Obtained governance and NYSED approval to split the Department of Finance and Business Management into two separate departments, Finance and Business Management, effective July 1, 2015.
- Conducted the first assessment cycle in the “Assurance of Learning Program,” focused on communication skills of undergraduate students.
- Began Phase 1 of campus-wide large lecture hall renovation project in fall 2015, Whitehead Room 320 will be renovated with new technology that will support conventional and distance learning in Accounting, Finance, Economics, and Business Management.
- In October 2013, the property at 2000 Nostrand Avenue was re-zoned to allow for the construction of a new home for the Brooklyn College School of Business, ground floor retail, and a residential dormitory, and unused portions of Avenue H, Campus Road and Amersford Place were de-mapped to allow for construction. In summer-fall 2014, the City of New York conveyed title of the de-mapped streets to DASNY, which will allow the entire project site to be developed once necessary funds are secured.
- Successfully launched the capital campaign for the School of Business to support program development and promote academic excellence.
- Received a $8.5M gift from alumnus Murray Koppelman ’57 (for total giving of $12.5M), along with an additional $2.5M from a number of Trustees, and friends for a total of $15M to name the Murray Koppelman School of Business, effective June 29, 2015 following approval of the CUNY Board of Trustees.
Additional gifts for SB received in 2014-15 include $1.5M from The Kurz Family in support of an endowed chair of Finance; $1.5M from Marshall Kaplan for an endowed chair in Municipal Government Accounting; $1M million from Martin Sass for the M.D. Sass Investment Academy.

Highlighted the new programs and initiatives of the School of Business through a coordinated campaign of publicity and online coverage. Activities included: announcement of major grants to the press; featured web stories on the positive impact of these gifts; redesign of the school’s website to include the new Finance Department; and support of a promotional video about the school to be produced by an AACSB team.
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<tr>
<th>CUNY PMP COLLEGE FOCUS AREA GOAL #2</th>
<th>BROOKLYN COLLEGE STRATEGIC PLAN THEME</th>
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<td>Prepare to Launch the Barry R. Feirstein Graduate School of Cinema in Fall 2015</td>
<td>Provide An Outstanding Educational Experience for our Students</td>
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Overview: The Barry R. Feirstein Graduate School of Cinema is the first public graduate school of cinema in New York City and the only school in the country situated on a working film lot. It has been a multi-year project that has included the creation of 8 new graduate programs—an MA and five MFA programs in film and two MFAs in Music. The Feirstein School is a major public-private partnership involving the college, the university, notable Brooklyn College alumni, the Mayor’s Office of Media and Entertainment, Steiner Studios, the New York City Council, the Brooklyn Borough President’s Office and NY State Government. The school is on target to open in August 2015.

Significant Developments
- Received approval to offer complete programs of study at the Feirstein School at Steiner Studios in April 2015 from Middle States, which is a substantive change to Brooklyn College’s accreditation status.
- Obtained 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.
- Obtained CUNY Board of Trustees approval to charge an academic excellence fee for graduate programs of the Feirstein Graduate School of Cinema effective fall 2015.
- Hired faculty and staff to support fall 2015 opening: a HEO Associate, a HEO Assistant, and two new faculty members in Screenwriting and Production (all in the Film Department).
- Obtained $5M from NYS Senate and $2M from the New York City Council in support of the Feirstein Graduate School of Cinema at Steiner Studios.
- Obtained $1M allocation to support student scholarships and an additional $500K for a student creative fund to assist students in making their films from the Mayor’s Office of Media and Entertainment (MOME). Prior funds allocated by MOME total $6.7M.
- Launched a two-phase marketing campaign to recruit the inaugural class of the Barry R. Feirstein Graduate School of Cinema. In November 2014, a launch website was released to generate interest and potential applicants; a full website for applicants including detailed information on programs, faculty and the advisory council was subsequently launched. Marketing included press coverage, national online advertising, and outreach to other schools, organizations, and film organizations. 4 online chats with potential applicants were held. Phase two, which began in February 2015, included additional national online advertising in key markets (LA, SF, TX, GA, MA, PA), subway ads in NYC, and email newsletters. A ribbon cutting press event is being planned for September 2015.
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<td>COLLEGE FOCUS AREA GOAL #3</td>
<td>STRATEGIC PLAN THEME</td>
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<td>Prepare for CAEP Re-Accreditation of the School of Education (2018)</td>
<td>Provide An Outstanding Educational Experience for our Students</td>
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**Overview:** Over the period fall 2012-fall 2014, undergraduate and graduate enrollment in the School of Education declined by 19.7% and 9.9%, respectively. Several market factors contributed to this enrollment trend, including the decline in market demand for teachers, introduction of the debated Common Core curriculum, and the new certification exams. Under the leadership of the new Dean, Dr. April Bedford, key achievements in SE include:

- A comprehensive review of programs and activities to address the Council for the Accreditation of Educator Preparation (CAEP) accreditation standards and to recalibrate offerings in response to market needs.

- A school-wide analysis and review of student performance on the new statewide teacher certification exams to identify curriculum revisions that will improve exam results.

- A strategic review of the school’s current structure to determine effectiveness of the 2011 re-organization.

**Significant Developments**

- Reviewed CAEP guidelines for accreditation and applied to CAEP to obtain a one-year extension for the Brooklyn College site visit, now scheduled for spring 2018.

- Reviewed current status of the areas for improvement identified in the 2010 NCATE accreditation report with chairs and faculty. Plans to address outstanding issues are in progress within each of the School’s four academic departments.

- The TK20 data management system chosen by the faculty was reaffirmed as the data repository for all CAEP key assessments. Program Coordinators in each department are monitoring faculty compliance.

- **National Program (SPA) Recognition:** The Social Studies Education program received national recognition in February 2015. Educational Leadership revised its report and will submit its application for national recognition in September 2015. Physical Education is no longer recognized by CAEP and SPA submission is not required for this program. An Art Education self-study has been completed by program faculty and will be reviewed by an external evaluation team in 2015-16.

- While the faculty engaged in review of student performance on certification tests, the Dean and members of the senior college administration participated with CUNY leadership in an extensive analysis of the impact of potential state-mandated admissions requirements on student enrollment in undergraduate School of Education programs. Results of these deliberations are pending outcome of actions at the state level.

- Dean Bedford will serve a two-year term as a higher education representative on The New York State Professional Standards and Practices Board for Teaching, as confirmed by the Regents in May, 2015. The New York State Professional Standards and Practices Board for Teaching was established in 1998 by the New York State Board of Regents to advise the Regents and the Commissioner of Education on matters related to teaching in New York State. The Board’s mission is to advance and support quality teaching and student learning in New York State through initiating, influencing, and evaluating policy and best practice in the teaching profession. The Board is composed of 28 members and includes K-12 teachers and administrators, higher education representatives, public representatives, and one teacher education student. Members are selected to represent diverse perspectives.

Submitted by President Karen L. Gould  
June 2015 5
- Dean Bedford was also appointed by Chancellor Milliken in May to co-chair a CUNY Task Force on Early Childhood Education. We will be meeting throughout the summer and fall and submit recommendations about future directions and needs of early childhood teacher preparation to the Chancellor by the end of the year.

- The Counselor Education Program was granted full accreditation by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

- The Special Education Childhood program was nationally recognized without conditions.

- The BA and MA Childhood programs were nationally recognized with conditions.

- The MA Mathematics Teacher 5-9 and 7-12 programs were nationally recognized with conditions.
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<th>CUNY PMP COLLEGE FOCUS AREA GOAL #4</th>
<th>BROOKLYN COLLEGE STRATEGIC PLAN THEME</th>
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<tr>
<td>Enhance Status of Brooklyn College as a Science Destination</td>
<td>Provide An Outstanding Educational Experience for our Students</td>
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**Overview:** From fall 2012 to fall 2014, enrollment in the School of Natural and Behavioral Sciences increased by 20.5% in undergraduate programs and 31.5% in graduate programs. Over the past decade, the college has worked with the university to align its science programs with the directions of the “CUNY Decade of the Sciences” and to develop undergraduate and graduate programs and a research agenda that aligns with CUNY goals and objectives. Key achievements to advance the sciences include:

- A multi-year facilities upgrade project, funded as the Roosevelt Teaching Commons and the Ingersoll and Ingersoll Extension Facilities upgrade, will eventually result in a 21st century science commons.

- The Science Resilience Institute at Jamaica Bay (SRI@JB) project, an intensive research program focused on cooperative management of 10,000 acres of federal and city-owned parks in and around Jamaica Bay, with CUNY as the lead partner is housed at the college and is now in its second year of operation.

**Significant Developments**

- The design phase of the Ingersoll laboratory renovation project is complete and construction is scheduled to begin in summer 2015. The project will include installation of the new hood ventilation system and the construction of 9 new laboratories on the SW corner of New Ingersoll.

- In 2014, New York State allocated $72.5M to the Roosevelt Teaching Commons project, bringing the total allocated to $132M of the required $290M. Additional funding has not been realized to this point. The University has identified obtaining the balance of funding for the science complex as a primary target in FY’16.

- Progress on the Science and Resilience Institute@Jamaica Bay (SRI@JB):
  - Concluded a national search with the appointment of Adam Parris, an NOAA Director, as Executive Director of SRI@JB.
  - Hired two faculty members in Hydrology and Sedimentology to support SRI@JB programming as of fall 2015.
  - Secured $7.7M in CUNY2020 funds to design a permanent facility on Jamaica Bay, renovate the BC AREAC facility, and commission the construction of a 65’ research vessel.
  - Obtained $250K from the Rockefeller Foundation and $1.1M from the Department of the Interior National Park Service to support research projects.

**School of Natural and Behavioral Sciences**

- Obtained local governance and CUNY approval for a new concentration in public health in the BS degree program in health and nutrition sciences in spring 2015; program pending NYSED approval.

- Participated in development of a report reaffirming the consortial model for doctoral programs in the lab sciences prepared by Dr. Chase Robinson, President of the Graduate School (February 2015).