

BROOKLYN COLLEGE PERFORMANCE GOALS (2008-2009)

Goal 1: Raise Academic Quality

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

College Target 1: Resources will be shifted to University flagship and college priority programs to support the University's commitment to become a research-intensive institution.

Proposed Outcome 1:

- Recruit senior faculty for endowed chairs in Biology and Philosophy; appoint three (or more) named professors.
- Make strategic investments in faculty lines in microbiology, neuroscience, Internet journalism, multimedia computing, childhood education, and music composition (cited for excellence in its recent external review).
- Renovate 5 research laboratories for incoming science faculty; provide about \$1 million in start-up funds (Brooklyn College, CUNY matching funds).
- Submit for governance and University approval the following programs: jointly registered combined B.A./B.S. in Biology with A.S. in Biotechnology at KCC; B.A. in Children's Studies; M.A. in Film Production; M.A.T. for Mathematics Teacher (7-12), M.S. in Educational Technology; M.S. in Global Business and Finance; M.A. in Human Resource Management; Advanced Certificate in Parallel and Distributed Computing.
- Expand existing relationships by the School of Education to (1) strengthen outcomes assessment via data sharing with CUNY, NYSED and NYC DOE, (2) further develop clinical models of practice with local school partners, and (3) enrich curriculum resources through extended collaboration with the American Museum of Natural History, the National Parks Service and the National Network for Educational Renewal.
- Seek funding for the Aquatic Research and Environmental Assessment Center (AREAC) and Environmental Science Analysis Center (ESAC) to establish a broadly constituted environmental science initiative (with city, federal and CUNY partners) focused on analysis and remediation of pollution in Jamaica Bay.
- Recruit doctoral students and strengthen research grantsmanship in keeping with the plan to become a doctoral degree-granting institution in the sciences.

College Target 2: Draw greater recognition for academic quality

Proposed Outcome 2:

- Complete Middle States self-study process in preparation for decennial evaluation team visit in 2009.
- Complete NCATE-recommended restructuring plan in School of Education and, in preparation for the 2009-2010 NCATE accreditation visit, secure Special Program Association (SPA) recognition for the appropriate teacher-education programs.
- *Academic Standards:* Strategically phase-in higher admissions standards overall and establish GPA residency requirements for targeted programs. Introduce new residency requirement in the masters' program in accounting in spring 2009; identify other targeted programs and program-specific residency requirements for implementation in fall 2009.
- *Sciences:* Participate on a leadership level in the national Project Kaleidoscope (PKAL) effort to evaluate and adopt "pedagogies of engagement" in science curricula; continue GK-12 program initiative that supports doctoral students and promotes effective K-12 science education and develop new on-campus programs for doctoral students (e.g., effective evaluated lab rotations).

- *Communications*: Develop (1) broad-based marketing plan (with CUNY assistance) to promote the College's academic programs and (2) suitable image campaign to support new fundraising campaign. Submit names of faculty, students, and programs for national recognition.

College Target 3: Program reviews, with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations

Proposed Outcome 3:

- External reviews will be conducted for Anthropology and Archaeology; Physical Education and Exercise Science; and Television and Radio.
- Initial drafts of multi-year plans will be submitted by Art; the Conservatory of Music; and Theater (externally evaluated in 2007-2008).
- Revised drafts of multi-year plans incorporating administrative feedback will be submitted by the Library; Physics; and Speech Communication Arts and Sciences.
- Final multi-year plans will be submitted by Film; Health and Nutrition Sciences; and Psychology (externally evaluated prior to 2007-2008).
- Computer and Information Science; English; and Political Science will be monitored to determine progress in implementing recently approved plans.

College Target 4: Use technology to enrich courses and teaching.

Proposed Outcome 4:

- Increase the number of FTEs offered partially and totally online incrementally, using 2007-2008 as baseline.
- The report of the Task Force on Distance Learning, completed in May 2008, will undergo faculty review.
- Install 6-10 new smart classrooms; retrofit smart classrooms built in earlier phases of the project; build or upgrade specialized departmental computer lab/classroom facilities in Computer and Information Science, Journalism, SEEK, and the West End Building.
- Conduct a search for a Chief Librarian/Director of Academic Information Technologies.

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

College Target 5: Continuously upgrade the quality of full-time and part-time faculty as scholars and as teachers

Proposed Outcome 5:

- *Faculty Teaching Portfolios*: 15 trained faculty mentors will work with the Center for Teaching to assist colleagues in the creation of their own portfolios.
- *New Faculty*: Offer professional development workshops on research, grant writing, and pedagogy in the fall semester; schedule a one-day retreat during intersession.
- *Faculty Development*. Offer workshops to promote scholarship, research, and teaching through, respectively, the Center for Teaching, the Library/AIT, the Office of Research and Sponsored Programs, ITS, and the WAC Program.
- *Adjunct Faculty Development*: Implement the Center for Teaching Strategic Plan, 2008-2013, with its particular emphasis on orientation and development of adjunct faculty.
- *Place-Based Learning Initiative*: The CUE-funded Transformations Faculty Development Seminar will offer faculty an opportunity to conduct research on best practices in place-based and service learning, building relationships with community partners, and integrating critical place-based pedagogies into syllabi (see Outcome 9).

- Recognize excellence in teaching, creative achievement/scholarship, and citizenship by alumni-funded awards.

College Target 6: Faculty research/scholarship will increase

Proposed Outcome 6:

- Increase faculty research and scholarship by 2%.
- Provide junior faculty with feedback on research projects, papers, and books in-progress: through support groups and a mentoring system, with a goal of at least one publication or presentation for the majority of new faculty during the first year.
- Continue to provide start-up support and active, mentored assistance in the development of successful external grants to support their research to new faculty. The Office of Research and Sponsored Programs (OSRP) will focus on improving the proposal yield (i.e., ratio of funded proposals to submitted proposals) from the baseline of 54% to 55% and helping faculty submit only competitive proposals and resubmissions responsive to external reviews.
- The Dean of Undergraduate Studies and the Center for Teaching, supported by CUE (see Outcome 9) will sponsor four faculty fellows and a faculty mentor to conduct research on an aspect of general education and submit articles on the scholarship of teaching and learning for publication in refereed journals.

College Target 7: Instruction by full-time faculty will increase incrementally

Proposed Outcome 7:

- In fall 2007, the percentage of instructional FTEs taught by full-time faculty was 48.5, the percentage of instructional FTEs in undergraduate courses delivered by full-time faculty was 47.8, and the percentage of FTEs in graduate courses delivered by full-time faculty was 52. Fall 2007 baselines will be maintained while a review of scheduling policies and practices is conducted.
- Conduct a review of classes traditionally assigned to adjuncts, with the goal of increasing the number of full-time faculty in the classroom while optimizing course offerings to allow students to progress in a timely fashion.
- Conduct a review of policies and practices related to independent study credit, released time and oversize classes.

College Target 8: The percentage of underrepresented faculty and staff will meet or exceed the percentage available

Proposed Outcome 8: Implement the recommendations for increasing faculty diversity in the new *Brooklyn College Diversity and Inclusion Plan*.

Goal 2: Improve Student Success

Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

College Target 9: Implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in academic support and student learning

Proposed Outcome 9: The Strategic Plan, the CUE proposal, and the Campaign for Success plan provide complete details of the College's strategy for improving undergraduate education. The Campaign for

Success Task Force, chaired by the Dean of Undergraduate Studies, provides a college wide forum for integration of efforts to improve undergraduate education. Essential program elements in 2008-09:

- Implement CUE proposal; maintain and improve Campaign for Student Success indicators: Percentage of students passing freshman composition and gateway mathematics courses with C or better will rise from 78.2 to 79.2.
Percentage of freshmen and transfers taking 1 or more courses the summer after entry will rise from 30.8 to 32.
Number of credits earned by freshmen in the first 12 months will rise from 24.5 to 25.
Percentage of students declaring a major by the 70th credit will be maintained at 90.1.
Percentage of instructional FTEs in lower division taught by full-time faculty will be maintained at 44 (see Outcome 7).
- Implement the first phase of a revised, coherent, and developmental 0-60 credit academic support program and test and assess its effectiveness.
- Expand and enhance first-year learning communities by linking them with the freshman success course; implement a new thematic learning community designed around the issue of sustainability.
- Develop a common writing rubric and move forward with proposals for integrating quantitative reasoning and computer/information literacy requirements.

College Target 10: Draw upon degree and adult and continuing education resources to improve basic skills and ESL outcomes

Proposed Outcome 10:

- Based on a return to strict adherence to College admissions requirements, fall 2007 non-ESL SEEK student pass rates will improve and achieve former high levels, i.e., above 95%. Continue to implement SEEK retention strategies developed and proven under three FIPSE grants.
- Review academic profiles of ESL students who were not retained or otherwise failed to pass basic skills in two years; evaluate ESL admissions criteria. Develop a retention plan for ESL students.

College Target 11: Show and pass rates on the proficiency exam will rise

Proposed Outcome 11:

- Maintain or increase CPE show and pass rates.
- Advise students of on-line tutorials before taking the exam the first time. Require no-shows to see an academic adviser, to sign a contract, and take a workshop. Train CPE workshop leaders in effective pedagogies and in reading exams with the help of WAC faculty. Track pass rates of students taking workshops.

Objective 4: Increase retention and graduation rates

College Target 12: Retention rates will progressively increase

Proposed Outcome 12:

- For first-time full-time freshmen entering in fall 2007, the retention rate will increase from 80.2% to 81.1%.
For transfer students entering in fall 2007, the retention rate will increase from 70.8% to 71.1%.
For first-time full-time freshmen entering in fall 2006, the two-year retention rate will increase from 67.4% to 69.2%.
For transfer students entering in fall 2006, the two-year retention rate will increase from 63.2% to 65%.
- Implement CUE/Campaign plans (see Outcome 9); assess and document activities.

- Continue effective academic advising initiatives; publish pre-registration orientation handbooks for freshmen and for transfers; advise qualified entering students to take 15 credits and accumulate credits during intersession and summer sessions.
- Improve services to transfer students with a new release within the student portal of the online articulation database (see [Outcome 16](#)), streamlined transcript evaluation process, reduction in the percentage of courses designated non-transferable (see [Outcome 18](#)), and Transfer Welcome Days.
- Provide students with strategies to navigate the campus experience through coordinated Student Affairs peer advisement initiatives (orientation, Cool Calls, a mobile information booth, and peer-led focus groups).

College Target 13: Graduation rates will progressively increase, in baccalaureate /masters programs

Proposed Outcome 13:

- Graduation rates will rise incrementally for four-year and six-year cohorts.
- The On-Course Advantage (TOCA) will maintain its membership of approximately 10% of the undergraduate population in order to promote 4-year graduation rates for entering freshmen and 2-year graduation rates for entering transfer students.
- Student Affairs will link co-curricular activities (e.g., student governance, leadership, and diversity) to academic programs to improve learning outcomes and raise graduation rates.

Objective 5: Improve post-graduate outcomes

College Target 14: Professional preparation programs will improve or maintain high numbers of successful graduates

Proposed Outcome 14:

- ATS-W rates will remain at 98% or improve incrementally, LAST pass rates will rise to 95%, and the CST pass rate will rise to 90%. Measures to assure increased pass rates on all certification exams will continue to be implemented.
- The pass rate of test-takers without an advanced degree passing at least one segment of the Uniform CPA exam will increase from 42.9% to 44%. The introduction of higher admissions and GPA requirements in the graduate accounting program in spring 2009 (see [Outcome 2](#)) may, in due course, further improve exam performance.

College Target 15: Job and education placement rates for graduates will rise

Proposed Outcome 15: The College regularly administers surveys to recent graduates and alumni regarding graduate outcomes and job placement. In the 2006-07 survey, over 90% of recent graduates reported that they believed Brooklyn College had prepared them for the future. This high level of satisfaction will be maintained.

Objective 6: Improve quality of student support services

College Target 16: Student satisfaction with academic support services, academic advising, and use of technology to strengthen instruction will rise

Proposed Outcome 16:

- Student satisfaction with overall academic support services will rise from 2.93.

- Student satisfaction with student services will rise from 2.78.
- Student satisfaction with access to computer technology will remain at 3.23 or rise incrementally.

Goal 3: Enhance Financial and Management Effectiveness

Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs

College Target 17: Increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise

Proposed Outcome 17:

- Seek to maintain the enrollment total of fall 2007 (16,087) while increasing admissions standards (scheduled to rise in fall 2008). Target an increase in the mean CAA by 0.5 and an increase in the mean SAT score to 1052.
- Graduate enrollment will increase by 5%.
- A search for an Assistant Vice President for Enrollment Services is in progress. Searches to fill two additional key vacancies (undergraduate admissions director and graduate admissions director) will be conducted.
- Technology services to be released include an online system to allow graduate program applicants to monitor application status, receive notification of admission and respond to the offer, and an enhanced articulation database to support transfer students (see Outcome 18).
- Increase PACE enrollment by 3%.

College Target 18: Achieve and maintain high levels of program cooperation with other CUNY colleges

Proposed Outcome 18:

- TIPPS equivalencies will remain high. Decrease the percentage of courses designated non-transferable from 23.6% to 21%.
- Consult with KCC and BMCC on aligning curricula and facilitating smooth transition of transfer students in targeted areas (e.g., film, multimedia studies, environmental studies); explore joint degree opportunities with KCC and BMCC in targeted “new career” areas.

College Target 19: Enrollment of underrepresented groups will increase

Proposed Outcome 19:

- Maintain or incrementally increase the enrollment of underrepresented groups.
- Continue efforts by the College’s grant-funded Center for Advancement in Science Education (CASE) to improve the diversity of students in the research science pipeline.

College Target 20: Meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the students who participate in more than one college credit course and/or precollege activity.

Proposed Outcome 20:

- Meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the students who participate in more than one college credit course and/or precollege activity.

- Continue close collaboration with the Brooklyn College Academy (BCA) in its transition to an Early College high school and efforts to reestablish high levels of participation by Midwood High School in college programs.

Objective 8: Increase revenues and decrease expenses

College Target 21: Alumni-corporate fundraising will increase 10%

Proposed Outcome 21:

- Increase total voluntary support by 10%, using a weighted, rolling, three-year average.
- Prepare a campaign case statement for the new capital campaign (with a provisional target of \$100 million for FY2008-12), including an independent case statement for a Graduate School of Film.
- Other initiatives: continue setting up Alumni Advisory Councils; launch Phase II of the major gift initiative (\$10,000 to \$100,000 gift range); develop a strategic plan to grow the annual fund.

College Target 22: Achieve the productivity savings and revenue targets set by UBO

Proposed Outcome 22: Meet productivity savings and revenue targets set by UBO.

College Target 23: Lower or hold constant the percentage of tax-levy budget spent on administrative services

Proposed Outcome 23: Lower or hold constant administrative services as a percentage of total tax levy budget.

College Target 24: Have and implement a financial plan with a balanced budget

Proposed Outcome 24: Continue to have and implement a financial plan that is in balance.

College Target 25: Contract/grant awards will rise

Proposed Outcome 25: Increase grants and contracts awarded (administered by the Research Foundation) by 5%, using a weighted, rolling, three-year average.

College Target 26: Improve indirect cost recovery ratios

Proposed Outcome 26: Enforce the policy of not waiving allowed overhead rates to achieve the maximum indirect cost recovery ratio.

College Target 27: Meet agreed upon revenue targets for adult and continuing education

Proposed Outcome 27: Increase PACE revenue by 3%.

Objective 9: Improve administrative services

College Target 28: Complete restructuring of philanthropic foundation to comply with CUNY guidelines and document participation in the CUNY Compact

Proposed Outcome 28: The Brooklyn College Foundation structure fully complies with CUNY guidelines and will continue to document its participation in the CUNY Compact.

College Target 29: Student satisfaction with administrative services will rise or remain high

Proposed Outcome 29:

- Student satisfaction with administrative services will rise from 2.76.
- Introduce additional portal-based applications to support student services
- The unified call center, established in January 2008, will expand services offered via telephone by the addition of Financial Aid, PACE, and residency certification functions.
- Fulfill a major strategic goal by opening the West Quad building with its state-of-the-art student services and physical education facilities.

College Target 30: The % of instruction delivered on Fridays, nights, and weekends will rise, to better serve students and use facilities fully

Proposed Outcome 30:

- The percentage of FTE instruction offered on Fridays, nights, or weekends will remain or increase incrementally.
- Continue BMCC programs scheduled during targeted underutilization periods.

College Target 31: Establish a risk management committee chaired by the University Risk Management Council designee

Proposed Outcome 31: The College has appointed a designee to the University Risk Management Council; a campus-based Risk Management Committee will be charged in fall 2008 and will meet regularly.

College Target 32: Make timely progress in CUNY First implementation

Proposed Outcome 32:

- Continue active participation in the CUNYFirst implementation as a campus and as the designated Brooklyn borough training center.
- Ensure that staff and faculty are versed in project goals and timetable through outreach and communications.

College Target 33: Set up a sustainability committee and have a validated plan.

Proposed Outcome 33:

- The College has appointed a designee to the CUNY Sustainability Task Force, and is participating in the university-wide sustainability project.
- A Campus Sustainability Committee (a representative group of students, faculty, and administration) will develop a campus-specific sustainability plan.