

## **BROOKLYN COLLEGE PERFORMANCE GOALS, 2009-2010**

### **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*

- ◆ Make strategic investments in new faculty in key areas including Psychology (2), Economics/Business (3), Science (2), and English (MFA).
- ◆ Identify funding and recruit two Visiting Professors in Curriculum Development and Pedagogy (on assignment to the Center for Teaching) and Mathematics Instruction (Mathematics) to lead efforts to modernize and revitalize instruction in these programs.
- ◆ Continue to promote the Honors Academy (and Macaulay Honors College) as the premiere undergraduate experience: expand peer-mentoring program and increase the number of students applying for fellowships and awards.
- ◆ Launch a thorough review of graduate programs in keeping with Middle States recommendation.
- ◆ Continue planning for new science building and Ingersoll research labs. Expand efforts to attract and support doctoral students. Formalize research relationships with the Brooklyn Botanical Garden and the New York Aquarium.
- ◆ Restructure curriculum and program offerings in theater (based on recommendations of an outside consultant).
- ◆ Expand undergraduate program offerings, including letters of intent for programs in Asian Studies and in Italian Studies. Review and modify standards in the B.B.A. program.
- ◆ Expand graduate degree program offerings, including letters of intent for programs in Educational Technology and in Human Resource Management. Finalize the registration application for new M.A.T., Earth Science Teacher 7-12, and the related Alternative (TRANS B)Certificate.

*College Target 2: Draw greater recognition for academic quality*

- ◆ Identify and promote internal faculty award recipients as candidates for national recognition. Submit at least five Brooklyn College faculty nominations to prestigious national fellowship programs.
- ◆ Continue to identify student candidates for prestigious awards and fellowships and provide appropriate support.
- ◆ Continue recently-launched undergraduate research e-zine; encourage participation by undergraduate and graduate students in

national professional conventions.

- ◆ Continue shaping and implementing an image campaign; identify and promote faculty, students, and programs to highlight academic achievement.
- ◆ Complete process to obtain special program accreditation for School Counseling, Educational Leadership, and Teachers of Social Studies; complete preparation for NCATE site visit (April 2010).

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

- ◆ Conduct external evaluations of Africana Studies, Judaic Studies, and Puerto Rican and Latino Studies.
- ◆ Develop, revise, and approve departmental multi-year plans. Initial Drafts: Anthropology and Archaeology, Physical Education and Exercise Science, Television and Radio. Revised Drafts: Conservatory of Music, Film, Health and Nutrition Sciences, Psychology, and Theater. Final Multi-Year Plans: Art, and Speech Communication Arts and Sciences.

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

- ◆ Increase the percentage of instructional (student) FTEs offered partially or totally online.
- ◆ Promote and expand use of Classroom Response Systems (clickers).
- ◆ Continue to work with CUNY CIS to support the central BlackBoard platform.
- ◆ Continue to develop the Library Online Orientation Program (LOOP) to improve student information literacy and research skills (Target 20).
- ◆ Continue Library/AIT (approximately 100 workshops planned) and Center for Teaching faculty development and training program on the use of instructional technology.

**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*

- ◆ Continue orientation workshops for new faculty with emphasis on teaching and research.
- ◆ Continue faculty development opportunities offered by the Center for Teaching, Library/AIT, WAC, Core Curriculum, Wolfe Institute, etc.
- ◆ Implement a pilot teaching portfolio program that utilizes the

cadre of 28 faculty mentors trained over the past three years.

- ◆ Expand successful departmental models for adjunct faculty development (Middle States suggestion); ensure that student course evaluations are uniformly used as criteria for (re)appointment of adjunct faculty.

*College Target 6: Increase faculty research/scholarship*

- ◆ Increase faculty scholarship over 2008-09 accomplishments by 5%.
- ◆ Expand mentoring and support for faculty publications in general education pedagogy and in community- and sustainability-based learning.
- ◆ Establish a Provost's Seminar series as a platform for faculty reporting on their sabbatical projects.

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

- ◆ Increase by 6% the rate of instruction by full-time faculty over a two-year period. Create and implement two-year plans for this change in all academic departments.
- ◆ Pilot a two-year curriculum mapping project in a number of academic departments in different disciplines.

*College Target 8: Recruit and retain a diverse faculty and staff*

- ◆ Continue having search committees engage in proactive recruiting measures to attract an applicant pool that is both academically exceptional and diverse.
- ◆ Conduct a diversity climate survey to identify barriers to recruiting and retaining a diverse faculty.
- ◆ Continue to bring to campus experts on the topic of diversifying the faculty to engage appointments/search committees in dialogues around this goal.
- ◆ Continue to focus efforts to increase staff diversity on the job groups where underutilization exists in the AAP.

## **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: Provide students with a cohesive and coherent general education*

- ◆ Implement the CUE plan (including a robust WAC program).
- ◆ Maintain balance between number of full-time freshmen and

number of learning communities; increase first-year success courses; continue to track and assess their effectiveness. Add material on diversity and on the relation between liberal arts education and career aspirations to the first-year success course.

- ◆ Review aspects of basic skills requirements, general education goals, communication of general education requirements to students, general education learning outcomes, and CPE performance to ensure program alignment and shape student expectations (General Education Advisory Council).

- ◆ Continue creating rubrics for coherent and scaffolded writing expectations across the disciplines (Writing Benchmarks Task Force).

- ◆ Promote student success in gateway STEM courses with early intervention, supplemental instruction, and classroom response systems.

- ◆ Integrate a pilot of community-based teaching and learning into the Core.

*College Target 10: Improve basic skills and ESL outcomes*

- ◆ Maintain or increase the high percentage of non-ESL SEEK students who pass all basic skills tests within one year and of ESL students who pass them within two years.

- ◆ Enhance ESL courses with peer-mentors and career counselors on the model of the first-year success course.

- ◆ Implement learning outcomes assessment in ESL courses.

- ◆ Assess the restructured Pre-Freshman Academy for effectiveness in increasing scores and performance in gateway courses.

*College Target 11: Improve student academic performance, particularly in the first 60 credits of study*

- ◆ Increase the percentage of students passing freshman composition and gateway mathematics courses with a C or better incrementally from 77.6%.

- ◆ Implement CUE and BOSC joint summer bridge pre-calculus course with supplemental instruction and science careers workshop; design data-driven STEM summer bridge program.

- ◆ Implement phase two of Campaign for Student Success/Mellon Sophomore Task Force plan: promote high-impact learning activities for second-year students and increase participation; implement guidelines and best practices in faculty-led study abroad; implement effectiveness assessment plan for study abroad.

- ◆ Pilot STEM gateway learning community (Biology 3 and Geology 1) for students interested in environmental issues and/or allied health professions.

*College Target 12: Increase show and pass rates on the proficiency exam*

- ◆ Percentage of students taking the CPE (show rate) will increase incrementally.
- ◆ Percentage of students passing the CPE (pass rate) will remain high at 94.8% and increase incrementally.
- ◆ Faculty development program for CPE workshop instructors will focus on Task 2 skills.

*College Target 13: Reduce performance gaps among students from underrepresented groups and/or gender and non-URM students*

- ◆ Analyze data on existing performance gaps; identify obstacles, especially for unaffiliated students.
- ◆ Design a data-driven plan to improve baseline performance gaps.
- ◆ Promote best practices in reduction of performance gaps (General Education Advisory Council).

*College Target 14: Show progress on implementing faculty-driven assessment of student learning*

- ◆ Increase the number of undergraduate programs working on the data-gathering stage of the assessment process.
- ◆ Articulate program learning goals and assessment plans for at least two graduate programs without specialized accreditation.
- ◆ Revise the Outcomes Assessment Plan, including definition of a more active oversight role for the Faculty Assessment Task Force.
- ◆ Review HHMI-recommended competency-based student outcomes in undergraduate science curricula; design a pilot for implementation in 2010-11.

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

*College Target 15: Facilitate students' timely progress toward degree completion*

- ◆ Progress will be made on all indicators.
- ◆ Advise first-year students to complete 30 credits in their first twelve months of study and to use intersession and summer programs to accumulate credits.
- ◆ Improve services to transfer students; increase information flow to transfer students; continue one-stop transcript evaluation days.

*College Target 16: Retention rates will increase progressively*

- ◆ Improve retention rates by 2% across the board.
- ◆ Appoint and charge a college-wide Round Table to review current practice and devise an overall retention plan.
- ◆ Implement CUE Plan (Target 9) and Phase 2 of the 0-60 Credit Initiative (Target 11).
- ◆ Continue successful entering-student registration advisement practice; offer two SMART-to-Finish workshops for faculty advisors, with emphasis on College-wide requirements and on academic policy and procedures.

*College Target 17: Graduation rates will increase progressively, in baccalaureate/masters programs*

- ◆ Increase baccalaureate graduation rates for all four-year and six-year cohorts and Master's program four-year graduation rates by 2%.
- ◆ Implement a pilot curriculum mapping project with selected departments to support timely student progress toward degree and support an increase in percent of instruction by full-time faculty (Target 7).
- ◆ Continue to strengthen the coordination between College advising (0-60 credit program) and major advising.
- ◆ Maintain a membership of 10% of the undergraduate population in TOCA. Raise private funds to support its mission.

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

*College Target 18: Professional preparation programs will improve or maintain high numbers of successful graduates*

- ◆ Maintain or incrementally improve LAST and ATS-W pass rates.
- ◆ Assess effectiveness of past interventions, and improve CST rate by developing program-specific plans for Physical Education and Social Studies program completers.
- ◆ Maintain or incrementally improve the 45.3% of students who passed at least one segment of the Uniform CPA Exam.
- ◆ Establish a database to track internship participation with an emphasis on pre-law internship participants and placements (Target 19).
- ◆ Establish a Pre-Health Advisory Council to assist in planning services for students preparing for careers in medicine and health professions.

*College Target 19: Job and education placement rates for graduates will rise*

- ◆ Reported satisfaction on regularly administered surveys to

recent graduates and alumni regarding graduate outcomes and job placement will remain high.

- ◆ Continue and enhance programs of career preparation, including a new database for tracking student internships (Target 18).

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

*College Target 20: Improve the quality of academic support services, academic advising, and use of technology to strengthen instruction*

- ◆ Student satisfaction with academic support services will increase.
- ◆ Support CUE and 0-60 credit initiatives.
- ◆ Sponsor two SMART-to-Finish academic advising symposia to share information and best practices (Target 16).
- ◆ Build 8-10 smart classrooms and retrofit earlier generations of smart classrooms; pilot mobile and fixed smart boards in small classrooms; continue to build general purpose computing labs for interdisciplinary use and a specialized teaching cluster for science education (Target 4).
- ◆ Continue the effective Field Writing Tutor program; acquire and use 3D Chemistry models in peer tutoring.
- ◆ Increase the number of veterans served through a new outreach plan and the number of students engaged in volunteer activities on and off campus.
- ◆ Establish the Petrie Foundation emergency fund to aid students in financial difficulty.

**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**

*College Target 21: Increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise*

- ◆ Maintain a total enrollment of about 17,000 students.
- ◆ Achieve a mean SAT of 1060 and a mean CAA of 86.4 in fall 2009.

*College Target 22: Achieve and maintain high levels of program cooperation with other CUNY colleges*

- ◆ Continue program development and articulation agreements with community colleges within and outside of CUNY. File for approval of joint KCC Earth and Planetary Science/BC Geology.

- ◆ Complete articulation agreement with Westchester Community College (A.S. in Digital Filmmaking/B.A. Film Production).
- ◆ Percentage of course evaluations completed in TIPPS will increase from 90.6%.
- ◆ Departments will review CUNY courses designated non-transferable and assign credit where appropriate.
- ◆ Continue to provide space for BMCC classes during targeted underutilization periods (Target 32).

*College Target 23: 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 pre-college activity*

- ◆ Meet 95% of CN enrollment target and improve student success and participation indicators.
- ◆ Improve training, orientation and communication with HS-based liaisons and CN instructors.
- ◆ Collaborate with BC ERIS [BMI] program to promote recruitment of CN students to the ERIS program.
- ◆ Implement the Teagle Foundation-funded *Leading to College* program with CAMBA. Share results with other CN programs.

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

*College Target 24: Alumni-corporate fundraising will increase or maintain current levels*

- ◆ Increase total voluntary support by 10%, using a weighted, rolling, three-year average.
- ◆ Launch a new capital campaign with a target of \$100 million; make significant progress on planning a Graduate School of Film (pending approval by the incoming president).
- ◆ Increase alumni participation in the Annual Fund, particularly for the class years 1970-1985.
- ◆ Develop a strategic plan for the Brooklyn College Foundation for FY 2011.

*College Target 25: Achieve revenue targets including those for Adult and Continuing Education*

- ◆ Achieve tuition revenue targets; increase PACE revenue by 3%

*College Target 26: Lower or hold constant the percentage of tax-levy budget spent on administrative services*

- ◆ Lower or hold constant the percentage of tax-levy budget spent on administrative services.

*College Target 27: Have and implement a financial plan with a balanced budget*

- ◆ Continue to have and implement a financial plan with a balanced budget.

*College Target 28: Contract/grant awards will rise*

- ◆ Increase grants and contracts awarded (administered by the RF) by 5% based on a weighted, rolling, three-year average.
- ◆ Increase the quantity and quality of proposals by enhancing and expanding grants workshop offerings.
- ◆ Create a broadly representative internal and external Research Advisory Board to serve as a mechanism to encourage, develop, and ensure successful research projects across all disciplines and at all faculty career levels.
- ◆ Diversify the sponsor portfolio so as to increase the number of private/corporate sponsors; create a balance between institutional and research projects in the award portfolio.

*College Target 29: Improve indirect cost recovery ratios*

- ◆ Continue to enforce the policy of not waiving allowed overhead rates so as to achieve the maximum indirect cost recovery ratio.

**Objective 9: Improve administrative services**

*College Target 30: Complete restructuring of philanthropic foundation to comply with CUNY guidelines and document participation in the CUNY Compact*

- ◆ The Brooklyn College Foundation structure fully complies with CUNY guidelines; it will continue to document its participation in the CUNY Compact.

*College Target 31: Student satisfaction with administrative services will rise or remain high*

- ◆ Student satisfaction with administrative services will rise.
- ◆ Consolidate the Enrollment Services Center, Admissions, Registrar, Bursar, Financial Aid, and Scholarships in the new West Quad building for easy access.
- ◆ Expand services in the Enrollment Services Center, Call Center, and Student Assistance and Referral unit.
- ◆ Advise students proactively on how to finance their education and to comply with regulations and deadlines.
- ◆ New portal services will include e-mail alerts regarding class cancellation or room change; web tools to schedule appointments with Registrar, Admissions, and Financial Aid; online submission

of letters of recommendation for graduate admission; real-time view of course equivalencies for transfer students.

- ◆ Plan services for students who will live in the new off-campus student residence (scheduled to open in fall 2009); continue to staff mobile information booth and host events that provide opportunities for dialogue with the administration and promote student satisfaction.

*College Target 32: The percentage of instruction delivered on Fridays, nights, and weekends will rise, to better serve students and use facilities fully*

- ◆ The percentage of instruction delivered on Fridays, nights and weekends will rise incrementally. Continue efforts to increase college programming during underutilized periods.

- ◆ Continue arrangement to provide classroom space to BMCC students during underutilized periods (Target 22).

*College Target 33: Prepare and implement a campus risk management plan that is integrated with the University's risk management program*

- ◆ Adopt and implement a campus risk management plan that is integrated into the University's risk management program and includes measures to control risk during planned facilities upgrades.

*College Target 34: Make timely progress in CUNYfirst implementation*

- ◆ Continue to host the borough-training center and to support implementation by providing subject matter experts, UAT testers, and super users.

- ◆ Increase campus communications efforts/events, as systems are expanded and new systems introduced.

- ◆ Complete course renumbering preparations in anticipation of adoption of student system.

*College Target 35: Have a functioning campus sustainability council and a recognized, multi-year campus sustainability plan*

- ◆ The campus sustainability council will meet regularly, publish the multi-year sustainability plan, and implement the plan's initial phases.