

## ***Introduction***

As part of an effective planning and assessment effort, it is critical to review organizational goals and strategies to align them with departmental priorities. Without consistency of effort, a department will not effectively play a role in the overall success of the institution. The Office of the AVP for Budget and Planning is committed to contributing to the implementation of the *Brooklyn College Strategic Plan, 2000-2005*.

In December 2000, President Kimmich asked the AVP for Budget and Planning to chair a task force to review the College's use of information. The development of an infrastructure for improving information generation and distribution to enhance decision-making was an important strategic goal that needed to be addressed. The task force issued its report on *Data Issues and Information Flow* in March 2001. This document became the blueprint for action to develop procedures related to the quality and availability of data, information, and knowledge.

This strategic plan will build on the accomplishments of its predecessor. The original plan moved the campus forward in its planning efforts and established a culture of evidence for decision-making. The updated plan will guide us further through 2005. Additionally, this plan will integrate goals and objectives related to budgeting operations. It will add another dimension by linking financial and planning outcomes (in one document). While substantial progress has been made in this area since Fall 2000, the budget goals have not previously been articulated in a written document.

## ***Foundations***

Planning and assessment are the organized efforts we make to examine our aspirations, articulate our goals, identify our strengths and weaknesses, and establish priorities. The planning process offers an opportunity to challenge and inspire each other, to choose among diverse objectives, and ultimately to develop a comprehensive strategy. This process is critical as we review our commonality of purpose and our shared sense of responsibility.

The following are the foundations of this plan:

- Departmental and unit planning must cascade from organizational goals. Therefore, there must be a clear link to the *Brooklyn College Strategic Plan*.
- Individual employee goals must cascade from the departmental/unit level. Employees must be evaluated based on their contributions to the institution's strategic plan. Feedback to employees must be continuous and relationships to organizational objectives need to be highlighted.
- The plan must reflect the collective work and thoughts of all members of the Office of the AVP for Budget and Planning.

- Plans must include assessment procedures. This document integrates planning and assessment to insure that both comprehensiveness and the attainment of outcomes are linked to the achievement of institution-wide goals.
- Any planning document needs to be used as a guide, not a checklist. Therefore, the document will be subject to continuous review and will be modified, as appropriate, to reflect environmental changes.
- Values -- of both the College and the Department -- must be reflected in the plan. As a service-department, the Office of the AVP is committed to offering the highest-quality services to the Brooklyn College community and other outside entities. There is a commitment to excellence in supporting Brooklyn College's three main goals of academic quality, providing a student-centered environment, and being a model citizen in the borough of Brooklyn.

### *Goals*

It is the mission of the area to provide high-quality support related to budget, planning, research, and assessment. Overarching goals include:

- Providing analytical support for institutional planning and decision-making by collecting, analyzing, and disseminating information to support an informed environment.
- Identifying and implementing best practices.
- Communicating information clearly and concisely by utilizing different types of media (paper and electronic).
- Improving overall efficiency and effectiveness by prioritizing work, eliminating redundancy, and increasing the skill levels of staff.

## *Structure of Plan*

To ensure that the plan represents the collective voices of the Office of the AVP, the functional areas were divided into eight segments, each chaired by a different staff member. It should be noted that the AVP did not sit on any committee, but instead integrated the individual plans into one cohesive document.

The eight areas are as follows:

- Strategic Planning
- Outcomes Assessment
- Knowledge Communication
- Knowledge Management
- Budget
- Purchasing
- Institutional Research
- External Reporting

The illustration below shows the interrelationship between each of these items. While each segmented plan will be separate, the overlap is recognized and considered throughout.



**Office of the AVP for Budget and Planning, Strategic Plan 2003-2005**

<b>Strategic Planning</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Strategic Plan, 2000 - 2005	Strategic Action Plan	Monitor progress in meeting strategic goals	Review progress	Campus-wide discussions
	University Performance Goals	Monitor progress; write annual report	Feedback from Chancellor; feedback from campus community	Campus-wide discussions
Strategic Plan, 2006 - 2010	Participate in creation of updated Strategic Plan	Creation of planning council; updated Strategic Plan	Development and progress of updated Strategic Plan	Campus-wide discussions
Periodic Review Report	Participate in writing of Periodic Review Report	Submit Periodic Review Report by due date	Review timetable targets to ensure progress; review by Middle States	Campus-wide discussions; reaffirmation of accreditation

**Office of the AVP for Budget and Planning, Strategic Plan 2003-2005**

<b>Outcomes Assessment</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Institutional Effectiveness	Implementation of Outcomes Assessment in Administrative Departments	Increase number of departments participating in assessment activities from the baseline of 40	Track number of departments participating in outcomes assessment	Monitor progress and initiate further outreach
	Outcomes Assessment Training	Conduct both introductory and more advanced training sessions	Track number of sessions; administer survey at the end of sessions	Monitor and discuss with staff
	Data Analysis and Consulting	Provide detailed support to departments engaged in assessment and review best practices	Review feedback from departments; review improvements made in departments	Monitor and discuss with staff
	Title III Outcomes Assessment	Conduct outcomes assessment for VSSC related to title III grant	Feedback from title III coordinator and related departments; feedback from sponsoring agency	Monitor and discuss with title III coordinator and staff
	Outcomes Assessment Resources	Develop Outcomes Assessment Toolkit; Institutional Effectiveness Website	Feedback from users; client satisfaction survey	Monitor and discuss with staff and users
	Departmental Outcomes Assessment Plans	Encourage departments to develop written strategic assessment plans	Track number of written assessment plans developed; review plans	Monitor and discuss with staff and users
----- Instructional Outcomes Assessment	Data Analysis	Provide data analyses and reports to assist academic departments in their outcomes assessment efforts	Review feedback from academic departments	Monitor and discuss with staff and users

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<b>Knowledge Communication</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Availability of data / information / knowledge to appropriate users	Maintain and update external website; maintain and update campus information website; maintain and update retention / graduation website; create and maintain institutional effectiveness website; create and maintain instructional outcomes assessment website; create and maintain budget and purchasing website	Post new information in a timely manner	Tracking to ensure timeliness of postings	Review time to post information and adjust workloads if necessary
		Reduce number of "dead" links	Monitor and check all links on a regular basis; review feedback from users who report "dead" links	Correct "dead" links; refine monitoring processes
		Ensure that users have workable version of Adobe Acrobat Reader	Review feedback from users who have difficulty accessing files	Follow up with users who experience problems; conduct training on using Adobe Acrobat Reader; explore other file formats to use when posting information
		Have all websites be XHTML-compliant and in accordance with Section 508 and the Web Content Accessibility Guidelines 1.0; keep up-to-date on all standards	Review websites to ensure compliance; review feedback from users having difficulty accessing websites to ensure there are not compliance issues	Ensure equal access to all users and cut down on users who have difficulties and troubles when accessing the websites.
		Add 50 reports and 2 presentations to website every year	Tracking of postings	Ensure that institution-wide information is readily available to a large audience
	Update annual fact book	Update information and distribute in a timely manner	Monitoring and tracking of process	Review process to ensure it is time-efficient
	Create and maintain annual institutional profile	Create more comprehensive information document	Monitoring and tracking of process; feedback from users	Review process and feedback to inform future versions

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<b>Knowledge Communication</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
	Prepare reports on studies and surveys	Complete reports on all studies and surveys	Monitoring and tracking of process; feedback from users	Review process and feedback to inform future reports
	Prepare data analyses	Complete data analyses on enrollment, retention, etc.	Monitoring and tracking of process; feedback from users	Review process and feedback to inform future reports
Recognition (awareness) from users that information is available and where the information is located	Establish counters on websites	5% increase of "hits" to each website; 5% increase of number of users	Review reports generated by Site Traffic program	Monitor Site Traffic Reports and discuss impact of website on knowledge communication with staff
	Email notifications when new reports are posted to the website	Send notifications to appropriate users for each new posting	Review Site Traffic Reports to assess if new reports generated surges to the appropriate website; monitor questions or acknowledgements received from users	Monitor outputs and discuss impact with staff
	Printed reports to Executive Committee and select appropriate users	Send printed reports to users	Monitor questions or acknowledgements received from users	Monitor outputs and discuss impact with staff
	Information request page on website and email requests	Respond to all website requests and email requests	Review specific requests	Refer requestor to appropriate website; discuss impact with staff
	Information Bookmark	Design an information bookmark containing Fall 2003 enrollment information and the urls for the AVP for Budget and Planning websites	Review Site Traffic Reports to assess if additional users are going to the website; feedback from users	Monitor outputs and discuss impact with staff

**Office of the AVP for Budget and Planning, Strategic Plan 2003-2005**

<b>Knowledge Communication</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
	Training sessions	Conduct 5 training sessions explaining the website	Review questions asked; review results of survey administered after training; observe to see if there is additional activity on the websites	Monitor outputs and discuss impact with staff
Comprehension so users can use information effectively	Presentations	Conduct 12 presentations related to reports, surveys, and/or analyses	Review questions asked; review results of survey administered after training; observe to see if there is any use of the information in relation to planning or decision-making	Monitor outputs and discuss impact with staff
	Simplify reports	Create reports that are more user friendly and graphically-based; use new mapping and presentation software, when appropriate	Review feedback and questions from reports; observe to see if there is any use of the information in relation to planning or decision-making	Monitor outputs and discuss impact with staff
	Five-Minute Facts and Other Short Publications	Create 4 short informational sheets to spur discussion	Review feedback and questions; observe to see if there is any use of the information in relation to planning or decision-making	Monitor outputs and discuss impact with staff

## Office of the AVP for Budget and Planning, Strategic Plan 2003-2005

<b>Knowledge Management</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Data Management	Automation of calculations for routine reports; development of database to expedite calculations for ad-hoc reports	Create SPSS syntax to generate routine information	Monitor speed and accuracy when preparing standard reports	Review to determine if information is correct and calculated effectively
		Create Microsoft Access database(s) and populate with institutional and external data	Monitor speed and accuracy when preparing standard reports	Review to determine if information is correct and calculated effectively
		Review Crystal Reports to determine if it is an effective report writing tool	Assess whether Crystal Reports has more functionality than the Microsoft Access Report Writer	Use Crystal Reports as a tool, if it is effective
File Management	Comprehensive information architecture design and archiving system	Complete an information architecture design that will account for all files (internal and external) maintained by the department	Monitor time it takes to access a file; monitor to see if all needed files are archived	Monitor results and discuss with staff
	Develop and implement file naming convention	Create a naming convention that encompasses all types of data, documentation, and media	Discussion and review of naming conventions by staff; review of archived files to insure that proper naming conventions are followed	Monitor results and discuss with staff
	Scan and archive paper files	Begin scanning paper files to create an electronic file and save physical space	Monitor time it takes to access an electronic file compared to accessing a paper file	Monitor results and discuss with staff
	Develop backup procedures and some level of disaster recovery	Write guidelines for staff related to backing up files; obtain media needed for backups	Review backups to insure they are being done regularly	Monitor results and discuss with staff

**Office of the AVP for Budget and Planning, Strategic Plan 2003-2005**

<b>Knowledge Management</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
	Database of metadata	Create or purchase a database that houses all metadata available about individual files within an archive	Review and evaluate descriptors for necessity and functionality to be applied for a possible redesign when additional documents are added to the archive	Monitor results and discuss with staff
Survey Management	Create survey calendar	Review the administration of surveys to insure that the amount being done is reasonable and that each survey will yield useful results	Assess workload to insure surveys do not overlap; review potential uses of information before administering a survey; attempt to determine how results are used	Monitor to inform future efforts
	Utilize online surveys, when possible	90% of administered surveys should be done online	Review survey list and calculate percentage done online	Monitor to inform future efforts
	Supplement online surveys with scannable and national surveys	Less than 10% of administered surveys should be scannable and/or national surveys	Review survey list and calculate percentage that are scannable and/or national	Monitor to inform future efforts
	Standardize templates and improve automation	Develop templates that can easily be used to chart survey results; train part-time staff and work study students to generate charts	Review results for accuracy and clarity; examine feedback from users; compare to reports done by other institutions	Monitor to inform future efforts

**Office of the AVP for Budget and Planning, Strategic Plan 2003-2005**

<b>Budget</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
All Funds Budgeting and Reporting	Create and maintain a single report that includes financial information from all (or most) funding sources	Develop templates and populate with actual budget information	Feedback from the President and Executive Committee	Discuss and analyze results; make appropriate improvements
Tax Levy Budget	Full-time line accounting; job position control	Review detailed information and reconcile to insure all information is accurate; maintain job position control information; consider designing database; design and distribute college-wide, division-wide, and department-specific reports	Feedback from Executive Committee and departments; compliance with University job position control guidelines; user surveys	Discuss and analyze results; make appropriate improvements
	Adjunct and temporary services accounting	Review workload and cost information to refine the reimbursement process for adjunct costs outside of the base	Feedback from Provost, VPFA, and other administrators; improve reconciliation rate	Discuss and analyze results; make appropriate improvements
	Cost Allocation	Allocate costs associated with centralized expenditures (postage, supplies, telephone services, etc.); provide divisions/departments with opportunities to and benefits from generating savings	Feedback from the Executive Committee and departments	Discuss and analyze results; make appropriate improvements
	University Performance Indicators Related to Budget	% of institutional support services related to total budget; productivity savings	Review budget information and metrics	Report information and narrative to University; discuss and analyze results; make appropriate improvements

## Office of the AVP for Budget and Planning, Strategic Plan 2003-2005

<b>Budget</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
	Financial Reports; Budget Training Sessions; Budget Website	Develop enhanced series of reports; administer training sessions on budget management; complete budget website	Feedback from the Executive Committee and departments; user surveys	Discuss and analyze results; make appropriate improvements
Research Foundation Budget	Financial Reports	Develop and update recovery account financial reports; develop and update financial reports related to contracts; develop and update other reports	Feedback from the Executive Committee, the Dean for Research and Graduate Studies, and the Office for Research and Sponsored Programs	Discuss and analyze results; make appropriate improvements
Brooklyn College Foundation Budget	Financial Oversight and Reports	Provide financial oversight; prepare and review financial reports; implement unitization	Feedback from President, BCF Board of Trustees, and Executive Committee	Discuss and analyze results; make appropriate improvements
Other Funding Source Budgets	Capital Budget; Non-Tax Levy Budgets; Other Funding Sources	Prepare appropriate reports and begin to incorporate into all funds budget model	Feedback from the Executive Committee	Discuss and analyze results; make appropriate improvements
Analyze Specific Budgets for Strategic Planning and Decision-Making	Continuing Education; Facilities; etc.	Prepare appropriate reports	Feedback from appropriate users	Discuss and analyze results; make appropriate improvements
Multi-year Budgeting	Develop processes that will lead to integration into multi-year budget model; begin discussions with Executive Committee	Develop templates and infrastructure	Feedback from the President and Executive Committee	Discuss and analyze results; make appropriate improvements

**Office of the AVP for Budget and Planning, Strategic Plan 2003-2005**

<b>Purchasing</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Service Improvements	Monitor and improve turnaround time in converting purchase requisitions to purchase orders	Establish benchmarks and standard reports	Review benchmarks and collected metrics; user satisfaction surveys	Discuss and analyze results; review cyclical patterns and trends; communicate cycles to departments to encourage better departmental planning; review vacation schedules
	Ensure good and services meet the requirements of user departments	Reduce incidents of departments not being satisfied with delivered goods or services; establish appropriate benchmarks	Review collected metrics; user satisfaction surveys	Discuss and analyze results; have purchasing agents review specifications with departments on ambiguous requests
	Expand vendor database to meet the needs of requisitioning department	Develop more defined system of sub-categories that will provide mechanisms for researching vendors with greater selectivity; make more extensive use of Thomas Register, Thomas Regional Buying Guides, trade publications, networking with other CUNY colleges and trades people, and contract pricing	Review collected metrics; user satisfaction surveys	Discuss and analyze results; make appropriate improvements
Compliance	Conduct purchasing activities in accordance with the laws and regulations of the State of New York and the City University of New York	Comply with all guidelines and have no auditable exceptions; review audit suggestions, if applicable	Review audit reports	Discuss and analyze results; make appropriate improvements

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<b>Purchasing</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Strategic Purchasing	Review current purchasing practices and implement strategies to generate cost savings	Implement strategic purchasing initiatives to generate cost savings (while still meeting department delivery requirements) and document such savings; review commodities and implement combined/bulk purchasing (when applicable) to obtain better pricing and reduce administrative processing costs; expand usage of commodity card to reduce administrative processing costs	Review cost savings related to strategic purchasing	Discuss and analyze results; make appropriate improvements
User Training and Reporting	Purchasing website; training sessions; purchasing manual; purchasing transaction report	Roll out purchasing website; conduct at least one training session every semester; distribute purchasing documentation to departments and expand into a manual; distribute quarterly transaction reports to departments	Analyze requisitions to see if departments understand process better; user satisfaction surveys	Discuss and analyze results; make appropriate improvements

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<b>Institutional Research</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Enrollment	Admissions Analyses	Prepare analyses related to determining admissions criteria; prepare analyses related to actual admissions; prepare analyses related to non-enrolled students	Feedback from users	Review of admissions policies and procedures; discussions by admissions committee and executive committee
	Enrollment Analyses	Prepare form-A enrollment analyses, prepare ad-hoc enrollment requests; prepare graduate division enrollment reports; prepare analyses of non-returning students	Feedback from users	Review of policies and procedures; discussions by admissions committee, executive committee, graduate dean's office, etc
Retention/Graduation	Retention/Graduation BCLAP Reports	Prepare standard BCLAP reports and create segmented reports; link with institutional data and surveys; present information to campus community; Foundations of Excellence	Feedback from users	Review of policies and procedures; discussions by executive committee and relevant departments
Academic Department Reports	Academic Department Information Reports and Analyses	Grade analyses; academic department profiles	Feedback from users	Discussions by academic administration and relevant departments
Other Institutional Data Reports	CPE and skills testing analyses; financial aid analyses; etc.	Prepare analyses to inform decision-making	Feedback from users	Discussions by relevant departments
Expand use of statistical methods	Integration of expanded statistical concepts in reports	Use of inferential statistics, in addition to descriptive statistics in reports	Feedback from users	Monitor impact and discuss with staff

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<b>External Reporting</b>				
Goals	Initiatives	Targets	Assessment Methods	Uses of Results
Collection and submission of surveys to external agencies in a timely manner	Tracking database; strategic determinations for participation	Complete components of external reporting database needed to review timeliness; review overall submission schedule and individual surveys to insure timeliness; review individual surveys and discuss merits of participation	Review tracking reports; entering student survey responses to external reporting questions; feedback from executive committee and task force; feedback from the University	Review of policies and procedures; campus-wide discussions; possible modification of surveys the campus participates in
Increase campus-wide understanding of external reporting	College-wide task force; inventory of surveys; posting of completed surveys to website; external reporting library	Meet with task force at least once each semester; create inventory and update annually; post applicable completed surveys to website; purchase relevant materials for library; update library listing	Review task force comments; review campus-wide comments	Review policies and procedures; campus-wide discussions
Streamline process and use of information	Review and determine best practices; develop clearer division of labor; improve data analysis and review; incorporate collected information in internal reporting	Reduce time to complete surveys and number of follow-up efforts; streamline data analysis; use information already collected in other ways	Review tracking reports; feedback from the campus	Review of policies and procedures; campus-side discussions