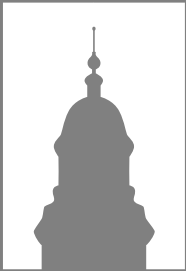


Brooklyn College

*The Strategic Plan:
A Mid-Course Report
2000-2003*

BROOKLYN



COLLEGE

The Strategic Plan: A Mid-Course Report, 2000-2003

We undertook to implement the Strategic Plan in 2000 with a clear understanding of the magnitude of the work ahead. In this mid-course report, we focus on three of the plan's main goals, chosen for their importance among our other objectives.

The highlighted goals are:

- **To maintain and enhance academic quality** by setting and meeting the highest possible standards.
- **To assure a student-oriented campus** by creating an environment that puts student needs and interests at the heart of our concerns and activities.
- **To become a “model citizen” in the borough of Brooklyn** by deepening our engagement with the surrounding neighborhood, the borough's many rich and varied communities, and the borough at large.

We have made progress in these areas, and that progress has also made us aware of what is left to be done. Under each area we list what we have accomplished so far and what remains. This report illustrates both our capabilities and our promise as we move into the second half of the term of the current Strategic Plan.

I. Strengthening the Academic Enterprise

Since the inauguration of our current Strategic Plan in 2000, the College has strengthened existing programs and undertaken new ones.

ACCOMPLISHED SO FAR:

Honors Academy and the Honors College

- The Honors Academy has grown in both the number and the quality of its students. Currently 349 students are enrolled in the program. SAT scores for all entering students have risen steadily and stand 3 percent above those of 2000.
- In 2001 we integrated the newly established CUNY Honors College into the Brooklyn College Honors Academy so that students may now take advantage of the resources of the entire university system. One hundred fifteen students are enrolled in this program. The freshmen who entered the Honors College in fall 2003 had a mean SAT score of 1379 and a mean CAA of 94.9—the highest in the University.
- The Minority Access to Research Career (MARC) program joined the Honors Academy in 2003. As MARC students conduct important scientific research with faculty mentors, they are in a strong position to compete for admission to graduate programs at Yale University, Harvard University, and Albert Einstein Medical College, among other top-flight institutions.

New Programs

- The advanced certificate in **Performance and Interactive Media Arts (PIMA)**, conceived and approved by the CUNY Board of Trustees in 2002 and implemented in fall 2003, is a program in video art, theater, and music that promises to place the College on the forefront of modern theatrical expression in the tradition of Laurie Anderson, Robert Wilson, and Peter Sellers.
- The Conservatory of Music has established two music education programs: the **Bachelor of Music in Music Education**, designed to achieve high-level solo and ensemble performance and overall music competency; and the **Advanced Certificate in Music Education**, which prepares highly trained holders of a bachelor's degree in music to become educators in urban public schools.

- The School of Education reconstituted **early childhood education** programs in accordance with New York State's new standards. The department's **New York City Teaching Opportunity Program** prepared 1,490 teaching scholars for the city's classrooms. **Booting Up Brooklyn**, initiated in 2002 with funds from Assemblymembers Rhoda S. Jacobs and Steven Cymbrowitz, brings teachers-in-training into labs, where they gain hands-on experience in mastering technology.
- **The Foundation of Excellence in the First College Year**, an initiative by the American Association of State Colleges and Universities and the Policy Center for the First Year of College, invited Brooklyn College as one of only a dozen public colleges in the United States to develop national benchmarks for first-year programs.

Faculty Initiatives and Support

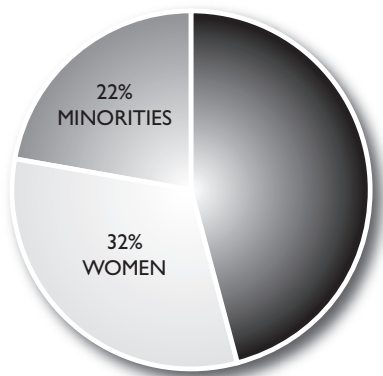
Since fall 2000, the College has hired 104 new faculty members, who now compose about 20 percent of our full-time faculty. They come from such graduate schools as Harvard, Yale, Stanford, Oxford, and Berlin, and many have won major prizes:

- 2001 Novelist **Michael Cunningham**, Pulitzer Prize
Journalist **Paul Moses**, Pulitzer Prize
Playwright **Mac Wellman**, Obie Award
- 2002 Composer **Amnon Wolman**, ASCAP Award
- 2003 Painter **Elizabeth Murray**, MacArthur Fellowship
Visiting Scholar **Joseph Entin**, American Academy of Arts and Letters

Major awards and grants during 2000-2003 have distinguished other members of the faculty:

- **Luigi Bonaffini**, Modern Languages and Literatures, Italian National Translation Prize
- **Janet Carlile**, Art, Pollack-Krasner Foundation Grant
- **Michael Cunningham**, English, induction into American Academy of Arts and Letters
- **Annette Danto**, Film, Fulbright Scholarship
- **Gerald Friedman**, Geology, Certificate of Merit of the American Association of Petroleum Geologists (AAPG)

The College now has twenty-two named professors and eleven distinguished professors; 32% are women; 22% are members of minorities.



- **Ellie Hisama**, Music, Woodrow Wilson National Fellow
- **Tania León**, Music, ASCAP Award
- **Anthony Sclafani**, Psychology, \$1.026-million grant for research on Carbohydrate Appetite, Fat Appetite, and Obesity, from the National Institutes of Health
- **Simon Parson**, Computer and Information Science, \$250,000 grant from the National Science Foundation
- **Theodore Raphan**, Computer and Information Science, \$343,525 grant from the National Institutes of Health
- **Shlomo Silman**, Speech Communication Arts and Sciences, Medal of Humanitarian Service to the Brazilian People

We have enlarged and improved our physical plant and upgraded our technological capacity.

- The expanded and renovated Brooklyn College Library is the largest and most technologically advanced in the City University of New York.

Technology enhancements include:

- Live videoconferencing
- A dedicated T1 high-speed phone link to allow interaction with other CUNY colleges
- Caucus Conference/Discussion Server that can integrate text and Web materials for electronic discussions.
- *Blackboard*, which provides wraparound support for teaching on the Web.
- *Web Grading*, which allows faculty to submit term grades into SIMS.

STILL TO BE DONE:

- Recruit a major scholar to the Zicklin Chair, an endowed professorship in the Brooklyn College Honors Academy.
- Formulate a vision that will guide the development of a state-of-the-art facility for the sciences.
- Continue to give more attention inside and outside the classroom to students who are not living up to their potential and cull those who fail to improve.

- Expand and improve our Adult Degree and Continuing Education Programs.
- Find matching funds for the \$10 million pledged toward a new performing arts center by Leonard Tow, '50, and Claire Tow, '52.
- Refurbish faculty and administrative offices.

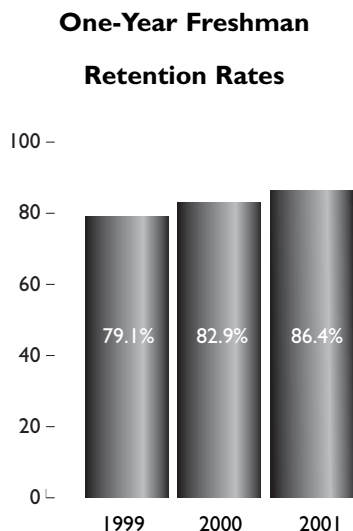
II. Assuring a Student-Oriented Campus

Guided by the results of the 2002 Noel-Levitz survey of the College community, we have begun to improve student services.

ACCOMPLISHED SO FAR

Improving Student Services

- The Yes to Evening Student Services Center (Y.E.S.S.) centralizes a number of student services into one office that is open after business hours for the benefit of evening students.
- The award-winning Freshman Year College has helped to retain students.
- The On-Course Advantage (TOCA) program, initiated in 2000, has helped raise the College's overall graduation rate.
- The Library Café, completed in 2000, is open twenty-four hours a day, seven days a week, and daily serves seven to nine hundred students, who access e-mail accounts, conduct research, write papers, connect their laptops, or meet in one of four group-study rooms. Later this spring, construction will begin on the expansion of the Library Café, which will provide additional study spaces and computers.
- Rehabilitation of Whitman and Gershwin Theaters will begin in March.
- A new, technologically rich radio station has been completed in the Television and Radio Department.
- The College continues to pursue an aggressive, multiyear project to upgrade classrooms and labs:
 - 22 classrooms and offices were painted.
 - 2 lecture halls were upgraded and 10 are under design.
 - 407 new energy-efficient, clean windows were installed throughout Boylan Hall and Ingersoll Hall.



Thanks to the generosity of alumni and other donors, more than six million dollars has been distributed in scholarships since 2000.

Supporting Student Development beyond the Classroom: Internship Programs

- More than 520 companies and organizations now participate in the Brooklyn College Internship Program.
- A generous donation from Marjorie M. Magner, '69, will enable the College to establish a state-of-the-art career resource center, hire a new full-time career professional, provide stipends for student internships, and renovate the Center for Career Development and Internships.

Improved Technology Services for Students

Brooklyn College has the most technologically sophisticated campus in the CUNY system. The BC Web site has been upgraded and averages seventy thousand hits each day. Through the Web, students may now:

- View their grades (*E-grade*) and reserve computer time in computer labs.
- Register for classes and request transcripts through WebSIMS, eliminating long lines and waiting periods.
- Access the *College Smart Calendar*.
- Search courses.
- Calculate their GPA.
- Apply for graduate school at Brooklyn College online.
- Apply for scholarships and financial aid online.
- Submit student alternate e-mail addresses.

STILL TO BE DONE:

- Improve our process for evaluating transfer credits of the growing number of transfer students we are attracting.
- Implement *DegreeWorks*—a Web-based service where students may audit their progress toward meeting degree requirements. ITS and the Office of the Registrar are working closely with faculty to add this service to the College Web site by fall 2004.
- Redesign and reorganize our Web site to make it more effective.
- Unify all Web efforts and improve the way we communicate through the Web.

- Improve the mechanics of our technological resources for research.
- Enlarge our base of student e-mail addresses.
- Begin rehabilitation of lecture halls in Ingersoll Hall.
- Complete and begin implementation of a five-year (2004-2009) plan that will make the Student Center the hub of student life.
- Upgrade the Student Center's technical facilities and capabilities to make it an effective conference center for the campus community.
- Review the effectiveness of the modified schedule of classes.
- Expand the after-school program for preschool children and the winter-break program for school-age children at the Carleton Washburne Early Childhood Center to meet the growing requests for these services.
- Implement a five-year plan for painting department offices.
- Repave some of our parking facilities.

III. Becoming a “Model Citizen” in the Borough of Brooklyn

Volunteer work by students, faculty, and staff, and special programs have enlarged our presence in the community and drawn the community to activities and services on campus.

ACCOMPLISHED SO FAR

Volunteer Programs

- The **SERVA** student volunteer program logged approximately 25,000 hours of service last year in such activities as the Brooklyn College Emergency Medical Service Unit, tutoring in local high schools, and food and clothing drives for those in need.
- **Community Partnership for Research and Learning** sends students from the classroom into the community, for example, to supervise after-school activities in middle and high schools or to help high school students learn techniques of conflict resolution.

In *The Best 345 Colleges, 2003*, the Princeton Review cited Brooklyn College as the most beautiful campus in the country and ranked the College fifth in the nation for “Best Academic Bang for the Buck” and for its friendly, diverse campus. In the 2004 edition, the College was again cited for its beauty and its value.

Community Outreach

- In partnership with the New York City Department of Education, Brooklyn College is helping to revitalize the city’s high schools. The **Science, Technology, and Research High School (S.T.A.R.)**, which opened at Erasmus Hall High School this fall, funded in part by a grant from the Bill & Melinda Gates Foundation, is a science-focused college-preparatory high school where students are taught by members of our faculty and enrolled in the senior grades in credit-bearing courses at Brooklyn College.
- *Community Corner*—A semiannual newsletter with a circulation of 6,000 brings information about the library, recreational activities, other services, and educational opportunities to the community at large.
- **Community Open House Fair**—The first fair in October 2002 drew some 200 people to the campus to learn about recreational, academic, and health programs offered by the College.
- **Community Council**—A group of community leaders meets each semester with President Kimmich to discuss how the College may serve the community and inform local residents of the College’s plans and activities.

Improving service to the Brooklyn College community and our visitors.

Following a “customer service model,” the College has:

- Marked entry points to the campus and made them more attractive.
- Trained our staff to be more courteous.
- Prepared maps and information materials for our visitors.
- Established the Employee-of-the-Month Award, which recognizes members of the college staff who help to make Brooklyn College an inviting place to work and study.
- Created BC Day—Staff Appreciation Day to celebrate the staff.

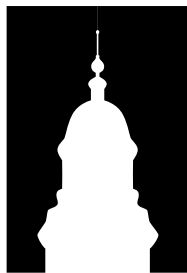
STILL TO BE DONE:

- Compile an inventory of community-based organizations.
- Establish a Web site for community relations.
- Establish collaboration with the Brooklyn Academy of Music, the Brooklyn Museum and Children's Museum, and the New York City Aquarium.

Outlook

We look to the entire Brooklyn College community for continuing help and guidance as we move into the final stages of the Strategic Plan. The significant strengths of the College have allowed us to accomplish much within a relatively short period of time. With this in mind we confidently move forward.

BROOKLYN



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