August 23, 2018

Interim Chancellor Vita Rabinowitz  
The City University of New York  
205 East 42 Street, 18th Floor  
New York, New York 10017

Dear Chancellor Rabinowitz,

I am pleased to present you with the Brooklyn College results for the 2017-18 Performance Management Process (PMP), as well as our goals for the 2018-19 PMP.

**2017-18 Brooklyn College PMP Goals**

As suggested, we aligned our 2017-18 PMP goals with the five pillars of the CUNY Strategic Framework. This document identifies each pillar of the Strategic Framework and then lists the goals we set a year ago and the results of each.

**CUNY Strategic Framework Pillar 1: Access and Completion**

Enhancing access and completion for Brooklyn College students is one of our highest institutional priorities. This year, we consolidated our retention and graduation efforts under the Vice President of Enrollment Management and Retention so as to smooth students’ transition from admissions and enrollment to retention, advising, and completion. These efforts yielded enhanced six-year graduation rates, more first-time, fulltime students and transfer students earning 30 credits in their first year, and more online educational offerings.

For “Access and Completion,” Brooklyn College’s 2018 goals and results were:

1. Increase online educational offerings from 9.6% to 10% of our FTEs offered totally or partially online. **EXCEEDED.** This year we increased online educational offering to 11.6%, besting the senior college average.

2. Enhance six-year college graduation rate from 50.9% to 52.9%. **EXCEEDED.** This year we achieved a six-year graduation rate of 58.1% for the fall 2011 cohort, the second highest percentage across senior colleges.
3. Improve two-year retention rates for first-time, fulltime freshman from 71% to 73% and for transfer students from 65% to 67%. **NOT ACHIEVED/EXCEEDED.** This year we obtained a two-year retention rate for first-time, fulltime freshmen of 71.4%, which outperformed the previous year but missed our goal. We analyzed the data and concluded that we did not offer enough general education and gateway courses, and we are working hard to solve that problem this fall. However, this year we did obtain a two-year retention rate for transfer students of 68.9%, which greatly exceeded our goal.

4. Improve percentage of first-time, fulltime freshman with 30 credits in their first year from 33% to 40%, including summer registrations. **EXCEEDED.** This year 41.5% of first-time, fulltime freshman earned 30 credits in their first-year.

5. Improve percentage of transfer students with 30 credits in their first year from 15% to 25%, including summer registrations. **EXCEEDED.** This year 28.6% of our transfer students took 30 credits in their first year.

6. Partner with two CUNY community colleges (BMCC and KBCC) to establish a seamless admissions and advisement process for students. **ACHIEVED.** This year we established relationships with KBCC and BMCC to streamline the admissions and advisement processes for transfers. We stationed Brooklyn College admissions counselors at KBCC two times a month. At BMCC, we met repeatedly with ASAP and STEM Program students and held two Direct Admission Transfer Days. We also made visits to LaGuardia Community College to meet prospective students, attended two college fairs there, and held a transfer student workshop there. Despite this good work, we must continue to make the transfer process smoother, which we will prioritize in the coming year.

7. Maintain a student body that is the most diverse among senior colleges. **ACHIEVED.** This year *U.S. News & World Report* ranked Brooklyn College as having the most ethnically diverse campus in the North.\(^1\) Brooklyn College also had the highest percentage of black undergraduate students at 26.5% among CUNY’s top five senior colleges.

---

**CUNY Strategic Framework Pillar 2: College Readiness**

We worked hard this year to expand our investment in college readiness programs with both NYS and NYC. Led by our enterprising Dean of the School of Education, April Bedford, we enhanced our engagement with early childhood educational initiatives and comprehensive teacher training programs. As a result of the School’s strong efforts, we also received a University/School Partnerships for the Renewal of Educator Preparation three-year grant of

---

\(^1\) With a different methodology, the CUNY data on diversity told a slightly different story, ranking Brooklyn College as the second most diverse college among the top five senior colleges. Nevertheless, we are pleased with our national rankings.
$300,000, partnering with the NYC Department of Education on clinical preparation of teacher candidates.

For “College Readiness,” Brooklyn College’s 2018 goals and results were:

1. Expand involvement in statewide Department of Education working groups, such as the New York State Regents Blue Ribbon Commission on Early Childhood Education and New York Association of Teacher Educators. **EXCEEDED.** This year we greatly expanded our involvement in statewide DOE working groups. Dean Bedford co-chaired the NYS Education Department Clinical Practice Working Group. She served as President-Elect of the NY Association of Teacher Educators, a member of the NYS Regents Blue Ribbon Commission on Early Childhood Education, and a member of the Teacher Education Advisory Group that met regularly with NYS Commissioner of Education MaryEllen Elia. Finally, she served as a member of the Professional Standards and Practices Board on Teaching that advises the NYS Board of Regents and the NYS Education Department.

2. Launch Advanced Certificate in Early Intervention and Parenting Program, our first fully online credential. **ACHIEVED.** This year we successfully launched the Advanced Certificate in Early Intervention and Parenting Program, our first fully online credential. In that program, we offered five graduate courses in the fall for 80 students, and four graduate courses in the spring for 79 students.

3. Train and mentor 13 diverse future teachers through the New York State Education Department’s Teacher Opportunity Corps. **EXCEEDED.** This year we trained and mentored 14 diverse future teachers through the NYS Education Department’s Teacher Opportunity Corps.

4. Train and mentor 45 diverse prospective teachers through the New York City Men Teach initiative. **EXCEEDED.** This year we trained and mentored 111 diverse prospective teachers through the NYC Men Teach initiative.

**CUNY Strategic Framework Pillar 3: Career Success**

Brooklyn College has a strong commitment to enhancing our students’ career success, and it shows. The Student Engagement Survey at CUNY demonstrates the strength of our work to enhance our students’ ability to obtain jobs in their chosen fields. Compared to other CUNY senior colleges, Brooklyn College ranks second in the percentage of students who report that they are satisfied with their career planning and placement services on campus. This year, our office of career services delivered over 70 events featuring about 300 employers, including Ascend Public Charter Schools, Brooklyn Navy Yard, COOP, Discovery, Enterprise, KPMG, NBC, NYC Environmental Protection Agency, MTA, NYC Department of Citywide Administrative Services, NYC Economic Development Corporation, NYS Supreme Court, Ogilvy & Mather, Peace Corps, Teach for America, and US Department of Labor.
For “Career Success,” Brooklyn College’s 2018 goals and results were:

1. Increase the percentage of students taking advantage of experiential learning opportunities from 51.7% to 53.5%. **NOT ACHIEVED.** According to the graduating student survey, upon which this metric was based, the percentage of students taking advantage of experiential learning opportunities declined to 47%. We do not know of curricular or pedagogical changes that would account for this decline. Unfortunately, this self-reported data is of limited value, especially since this year we enhanced experiential learning opportunities at the college. For the first time, 11 faculty members across a variety of disciplines participated in our new “BC in the City” co-curricular program, which provided 243 students new service learning experiences off campus. In addition, 15 Brooklyn College students participated in a new Service Corps trip to aid disaster relief in Puerto Rico. In addition, 68 students received stipends from our off-campus Internship Stipend Award Program, which represents a 21% increase from last year. We also increased the number of students placed in organizations that provide paid training, preparation and placement opportunities by 192% over last year. It is no surprise that, according to the Student Engagement Survey, Brooklyn College ranks second among senior colleges at CUNY in the percentage of students who report that they took advantage of an experiential learning opportunity while on campus. Finally, according to OIRA, Brooklyn College has the second highest percentage of students who participate in an internship (23%) and the third highest percentage of students participating in a paid internship (11.5%) among CUNY colleges.

2. Increase students’ opportunities for financial support, training, preparation, and access to paid internships by 5%. **EXCEEDED.** This year we greatly increased student opportunities for stipend-paid internships by 10.6% and increased all paid internships by 25% overall. We also increased our alumni-funded, general internship fund by 59% over the previous year.

3. Increase seniors reporting utilization of the Magner Career Center from 46% to 50%. **EXCEEDED.** This year we increased seniors reporting utilization of the Magner Career Center from 46% to 51%.

4. Increase the percentage of freshman and sophomores engaged with the Magner Career Center by 15%. **EXCEEDED.** This year we increased freshman and sophomore engagement with the Magner Career Center by an extraordinary 74%. Our Career Center worked closely with our Admissions Office to invite new Brooklyn College students to events and encourage them to use the Center.
CUNY Strategic Framework Pillar 4: Knowledge Creation & Innovative Research

Brooklyn College is deeply committed to knowledge creation and innovative research. It is the core of our academic agenda. For example, this year our STEM faculty developed new educational partnerships with the Memorial Sloan Kettering Cancer Center and CUNY’s own ASRC. We also obtained grants to enhance the diversity of our science researchers.

This year, Brooklyn College won prestigious science grants, which include the following. In the School of Natural and Behavioral Sciences, Computer Science Professor Michael Mandel won a $500,000 NSF grant, Biology Professor Jeremy Draghi won a $200,000 NSF grant, Biology Professor Luis Quadri won a $150,000 NIH grant, and Psychology Professor Laura Rabin won a $400,000 NSF grant. Faculty in the School of Education won a $300,000 NSF grant and a NYSED Office of P-12 Education $100,000 grant.

This year, our faculty also generated important scholarly contributions through new books. Three examples provide context: The New York Times hailed “A More Beautiful and Terrible History: The Uses and Misuses of Civil Rights History,” by Political Science Professor Jeanne Theoharis as “a bracing corrective to a national mythology.” The Los Angeles Review of Books called “The Rabbi's Atheist Daughter: Ernestine Rose, International Feminist Pioneer,” by History Professor Bonnie Anderson, a biography “consistently drawn with clarity and color.” Kirkus review called “The End of Policing,” by Sociology Professor Alex Vitale, “a tightly constructed monograph filled with reform suggestions.”

Despite that good news, in the year most recently tracked by OIRA (FY17), the number of funded research grants and total research awards at Brooklyn College both dropped, and the average number of pieces of scholarship/creative activity remained flat at .9. We need to focus on these metrics in the future.

For “Knowledge Creation & Innovative Research,” Brooklyn College’s 2018 goals and results were:

1. Provide 10 students environmental research opportunities with the Science and Resilience Institute at Jamaica Bay (SRI@JB) vessel. **EXCEEDED.** This year we provided at least 65 students with environmental research opportunities on the SRI@JB “CUNY 1” vessel.²

2. Obtain foundation grant to expand number of Mellon Transfer Researchers by a third. **EXCEEDED.** This year we received a grant of $410,000 from the Mellon Foundation for

² We took 10-20 students with the Rockaway Waterfront Alliance on a research trip to learn water quality and biological sampling techniques. We partnered with BioBoat, a local educational program, to take 20 students around Jamaica Bay to collect biological, physical, and chemical data. Through our NYC Department of Environmental Protection grant, we took 30 students with Brooklyn College faculty on the vessel to engage in research training. Finally, we took 5 students on a two-day research training class entitled, “Connecting Science and Decision-Making.”
our Mellon Transfer Student Research Program, which allowed us to increase the number of Mellon Transfer Researchers by 44%.

3. Increase number of students majoring in Urban Sustainability by 10%. **EXCEEDED.** This year we increased the number of students majoring in Urban Sustainability by 17.5%. We also did well in STEM disciplines, increasing the percentage of all undergraduate Brooklyn College students majoring in STEM from 16.6% to 17.5%.

4. Contribute to the surrounding neighborhoods through the Brooklyn College Listening Project by increasing number of students engaged in project by 5%. **EXCEEDED.** This year we increased the number of students participating in the Brooklyn College Listening Project from 295 to 370, an increase of 25%. An exhibition developed by students and faculty there, entitled, “We Are Brooklyn: Immigrant Voices,” will open next fall at the Tenement Museum in Manhattan.

5. Establish physical home for the CUNY Haitian Studies Institute at Brooklyn College that will enhance partnerships with New York City and State, national and international scholars, organizations, elected officials, and community organizations. **ACHIEVED.** In addition to garnering operating support from the NYC Council, this year we identified the physical space for the Institute and secured funds to renovate it.

6. Obtain funding to create oral history of Williamsburg Chasidic Jewish community and their lives in Brooklyn in the 21st Century. **ACHIEVED.** This year we received a grant of $3,500 from the Brooklyn Jewish Historical Initiative though NYC Department of Youth and Community Development and NYC Council Member Steven Levin to work with the Chasidim of Williamsburg.

7. Increase and strengthen partnerships with other NYC institutions, such as the Brooklyn Museum and Brooklyn Botanical Gardens. **ACHIEVED.** To highlight just a few of the partnerships we developed or strengthened this year: We partnered with the Mayor’s Office of Media and Entertainment to produce “Broadway in the Boros.” We partnered with the Public Theater by hosting a series of Masterclasses and Artist Residencies. We deepened our relationship with the Brooklyn Academy of Music, holding our first Film Festival for the Feirstein Graduate School of Cinema there that highlighted the work of its first graduating class. We also developed a new, robust educational partnership with Memorial Sloan Kettering Cancer Center to enhance cancer research at the College.

8. Increase number of visiting international scholars teaching and engaging in research at Brooklyn College by 5%. **ACHIEVED.** This year we increased the number of visiting international scholars by 5%.

9. Open new, state-of-the-art Leonard and Claire Tow Performing Arts Center and work to renovate Whitman Theater to provide two cultural anchors for the surrounding neighborhood by offering diverse, international programming. **ACHIEVED.** This year, we
completed the Leonard and Claire Tow Performing Arts Center. We are now planning a celebration in the fall to dedicate the building. This year also we worked to renovate Whitman Theater; renovations included new exterior ramps, a new HVAC system, and new security doors.

10. Recruit 10 new permanent faculty hires. **EXCEEDED.** This year we hired 25 new permanent faculty members. We hired 12 in the School of Natural and Behavioral Sciences, five in the School of Visual, Media, and Performing Arts, three in the Koppelmann School of Business, three in the School of Humanities and Social Sciences, and two in the School of Education.

11. Require department-specific affirmative action plans for faculty recruitment to enhance opportunities to hire minority and women faculty in areas where they are under-utilized. **EXCEEDED.** This year we required each department searching for a new faulty line to develop a department-specific affirmative action recruitment plan. In a number of schools, all departments developed affirmative action plans, not just those searching for lines. In the School of Natural and Behavioral Sciences, twelve hires included eight women and two minorities. The Department of Art hired two black male faculty members. According to OIRA, this year the percentage of our fulltime faculty who are minority increased from 25.9% to 27.1%, and the percentage who are women increased from 46.5% to 46.8%.

**CUNY Strategic Framework Pillar 5: Funding Model**

Brooklyn College is committed to deploying best practices in our administration, development, and finance teams. With the hiring of the new Brooklyn College Senior Vice President for Finance and Administration Alan Gilbert, we have begun to excel in these areas. For example, SVP Gilbert launched a 90-day facilities success challenge focused on bathrooms at the College. That challenge surveyed all bathrooms on campus and repaired all 529 issues discovered with fixtures and solved all 228 problems discovered with bathroom conditions. We enhanced customer service and transparency in our administration as well.

With the hiring of a new Brooklyn College Vice President for Institutional Advancement Todd Michael Galitz, we have developed a plan to begin to implement best practices in fundraising and stewarding external support for the College. Brooklyn College’s gifts and pledges in FY18 totaled $6.75 million, a 95% increase over FY17 at $3.46 million. Although giving was particularly strong in realized planned gifts, annual giving increased as well.

For “Funding Model,” Brooklyn College’s 2018 goals and results were:

1. Follow CUNY guidelines to ensure compliance, financial accountability, and integrity. **ACHIEVED.** This year we followed all CUNY guidelines and responded promptly to all
University and Inspector General requests for information on compliance, fiscal accountability, and integrity.

2. Increase undergraduate tuition and fee collection rate by .28%, from the current 95.8% (second highest among CUNY schools) to 96.08%, generating $115,000 for CUNY. **NOT ACHIEVED.** We dropped 1.86% in our collection rate this year because many students lost their Excelsior Scholarship awards after credits and grades were assessed at the end of the term. Nevertheless, our collection rate remained near the top across CUNY. Additionally, our graduate student collection rate increased by 1.61% over last year and our 2-year collection rate remained above 99%.

3. Use search for a new Vice President for Institutional Advancement as an opportunity to examine fundraising strategy, operations, and plans to adhere to national best practices. **ACHIEVED.** This year we conducted a national search and hired VP Galitz, who has 25 years of development experience in higher education and major NYC cultural organizations. He developed a plan to benchmark our fundraising initiatives against model programs in the field and to implement best practices in the department. We also changed our Communications and Marketing Department to report to Institutional Advancement, which aligns fundraising, alumni engagement, and communications as a best practice.

4. Expand capacity by increasing efficient use of its space in underutilized time periods. **ACHIEVED.** This year we inventoried all classroom spaces for the number of seats safely accommodated in each to enhance the accuracy of our scheduling. We collaborated with academic departments to increase the assignment of seminar rooms to College-wide classes. We continued to offer BC Prep Center lessons primarily during late afternoons and on weekends, and we expanded the program for BMCC students to take courses at BC on Friday evenings and Saturdays.

5. Having been consistently cited as winner of CUNY Productivity Awards, be a leader among CUNY schools in creating and adopting new technology to increase efficiency and quality of service and share innovations with sister institutions across CUNY. **ACHIEVED.** This year our Bursar Yasmin Ali supported the work of collections across CUNY by serving on a University Task Force on collections. We established a Student Financial Services department at BC and appointed her Executive Director. Finally, SVP Gilbert served on the governance committee for the administrative efficiencies payroll project at CUNY Central.

Overall, this was a very strong year for Brooklyn College. At the national level, Brooklyn College achieved notable rankings that underscored its strength in access and excellence. *U.S. News & World Report* ranked Brooklyn College this year as the #2 Best Value School in the north, #25 among Top Public Schools, and #86 Best Regional college in the north. *Money Magazine* ranked Brooklyn College in the top quarter of “Best Colleges for your Money.” We are proud of these results.
We have an ambitious set of goals for the upcoming 2018-19 academic year. They derive from our recently completed Brooklyn College Strategic Plan 2018-2023. We laid the groundwork for the new Plan through a series of town halls, focus groups, and visioning sessions with more than 300 attendees, 50+ meetings with stakeholder groups, individual faculty contributions from every department on campus, and 500+ online suggestions from students, staff, faculty, and alumni. We connected our Plan to the CUNY Strategic Framework, the Middle States accreditation process, and our unique aspirations as a community. Our new Strategic Plan has five major goals, 21 subgoals, 85 strategic actions, and 510 benchmarks and outcomes for us to pursue over the next five years. In AY2018-19, we will begin to implement and make progress on the five-year Plan.

For our 2018-19 PMP goals, we have once again organized them under the CUNY Strategic Framework categories.

**Access and Completion**

1. Increase the percentage of first-time, fulltime students taking 30 credits during their first year by 2% over the previous year, from 41.5% to 43.5%, including summer registrations.

2. Increase the two-year persistence rate for first-time, fulltime freshmen by 2% over the previous year, from 71.4% to 73.4%.

3. Increase the two-year persistence rate for transfer students by 2% over the previous year, from 68.9% to 71.9%.

4. Develop a comprehensive transfer student success plan and seek external funding to implement it.

5. Develop and publish degree maps for undergraduate programs.

**College Readiness**

1. Partner with the Borough of Manhattan Community College to develop courses in Secondary Special Education and a pipeline of transfer students to Brooklyn College.

2. Expand accessibility for students pursuing Early Childhood teacher certification by converting a new graduate course to an online format.

3. Convert a bilingual education course into a hybrid format and partner with the NYC Department of Education to enroll 20 new graduate students in the program for an Advanced Certificate in Bilingual Education.
Career Success

1. Develop Career Plan Templates for students in ten academic departments.

2. Create a Career Development Plan for students to understand what they need to do in each year of college to maximize their employment opportunities once they graduate.

Knowledge Creation & Innovative Research

1. Establish organizational structure to support faculty research grant activity.

2. Institute faculty mentoring program.

3. Develop plan to retain underrepresented faculty.

Funding

1. Increase external fundraising by 5% from $6.75 million to $7.1 million.

2. Link academic priorities of Schools to fundraising opportunities.

We look forward to working with you and the newly appointed chancellor for continued success in the coming years.

Yours truly,

Michelle J. Anderson
President, Brooklyn College