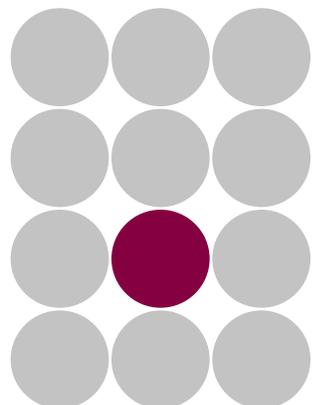


2011–2016

Strategic Plan
for Brooklyn College



foreword

May 2011

Brooklyn College has a long and proud history of providing outstanding, affordable education to students from diverse backgrounds, many of whom have been the first in their families to attend college. Our commitment to academic excellence is grounded in a strong liberal arts and sciences tradition and in the knowledge that we must prepare our students for a broad range of career paths, advanced degrees, leadership opportunities, and responsible citizenship in a complex and interconnected world.

Last fall, we invited members of our internal and extended community—faculty, students, staff, alumni, and community partners—to help us envision the future of Brooklyn College. We asked them to consider the priorities needed to ensure that our students are successful and that the education we provide is vital and transformative. Throughout the many steps in our strategic planning process, which included large working sessions, town halls, and many online contributions, we have engaged our constituencies in a dialogue about key priorities and action items for the next five years. As our steering committee members reviewed and discussed the input received, important issues and significant opportunities emerged.

Student success must be our number one priority. Substantial improvements are needed across the institution, particularly in the areas of advisement, the integration of transfer students, and timely progress toward graduation. We also recognize the need for increased support for high-impact learning opportunities such as internships, study abroad, and student research projects, all of which are essential components of a 21st-century education. In addition, we will emphasize the significance of learning in and from our borough, city, state, and beyond as a hallmark of engaged learning practice.

Student success is central to all elements of our strategic plan: attracting and retaining excellent faculty and staff; enhancing campus infrastructure; improving institutional effectiveness; and expanding active partnerships and learning opportunities beyond our campus to better serve our students.

An effective strategic plan is one that compels us to focus on our priorities and align annual goals and action items accordingly. Over the next five years, we will allocate resources in a manner consistent with the priorities and goals set forth in this plan. We will also actively pursue funding from external sources, work to achieve an appropriately balanced undergraduate and graduate enrollment plan, and effectively demonstrate the high value of a Brooklyn College degree to our students, alumni, and our many external constituencies.

I am grateful to everyone who has contributed to the strategic planning process. We share an exciting vision for the future of Brooklyn College and a strong and continuing commitment to academic excellence for generations of students to come.



Karen L. Gould
President

table of contents

- Foreword** i

- Executive Summary** 1

- Mission Statement** 3

- Vision and Values** 3

- Core Commitments** 4

- Strategic Themes** 5
 - Provide an outstanding educational experience for our students 5
 - Foster a dynamic, responsive, and inclusive academic community 6
 - Capitalize on Brooklyn as a learning environment and a gateway to the world 8
 - Promote the impact of Brooklyn College and its alumni 9
 - Improve institutional effectiveness and enhance campus infrastructure 10

- Monitoring our Progress** 12

- Steering Committee** 14

- Working Committee** 14

executive summary

The 2011-2016 Strategic Plan for Brooklyn College reflects our common vision for the future. In it we have reaffirmed our commitment to the values that define Brooklyn College and articulated the goals we share. Over the next five years, we will:

- ◆ provide an outstanding educational experience for our students;
- ◆ foster a dynamic, responsive, and inclusive academic community;
- ◆ capitalize on Brooklyn as a learning environment and a gateway to the world;
- ◆ promote the impact of Brooklyn College and its alumni; and
- ◆ improve institutional effectiveness and enhance campus infrastructure.

With this new strategic plan, we make a commitment to our current and future students to provide an educational experience of the highest caliber. We will strengthen advisement for all students in order to streamline paths to graduation and eliminate barriers that prevent timely progress for our transfer students. Recognizing that life outside the classroom is equally important to learning and discovery, we also will increase participation in high-impact activities such as internships, fieldwork, study abroad, and student research, and we will seek opportunities to enhance our co-curricular programs.

We must also invest in our faculty and staff. We will expand support for research, provide opportunities for professional development, and fundraise to support faculty excellence, and we will recognize the significant contributions of our staff and foster their professional growth. Attracting and retaining excellent faculty and staff is essential to the continued success of our academic programs.

In order to achieve our goals for the next five years, it is important that we focus on the external environment as well. We will expand and deepen our connection to the borough of Brooklyn by identifying opportunities for place-based learning and by fostering new and existing partnerships with Brooklyn-based organizations. We also will regularly promote the impact of faculty research and scholarship; highlight the significant economic, social, and cultural contributions of our alumni; and make a compelling case for sustained investment to our legislators and donors.

executive summary *(continued)*

Enhancing the effectiveness of our operations and infrastructure will be necessary to achieve each of our goals. Successful implementation of the new five-school structure is an important step in this process. Equally important is a strategic enrollment plan that attracts qualified students, increases yield, and strengthens enrollment where we have capacity. Guided by a new facilities master plan, we also will continue to plan, build, and renovate facilities to support instruction, research, and student engagement. Other essential steps include improving student service, linking resources to priorities, emphasizing accountability and transparency, enhancing our technology infrastructure, and seeking external funds to support our priorities and programs.

An effective strategic plan is, of course, a living document. To achieve our goals, we will monitor progress and measure results. Responsibility for implementation will be shared by the entire campus community; each year, all divisions will develop alignment plans to connect annual activities to college priorities. A comprehensive mid-course evaluation will be conducted during the third year of implementation. In addition, existing reporting and assessment tools will be used to gauge our progress. Meeting the goals contained herein will strengthen Brooklyn College and lay a solid foundation for our future.

mission statement

Brooklyn College of the City University of New York transforms lives by providing access to outstanding undergraduate and graduate programs in the arts and sciences, business, and education, and a vibrant core curriculum in the liberal arts. We are an urban, public institution, proudly situated in one of the most dynamic and diverse communities in the country. We are committed to student success and to our historic mission to provide an affordable, high quality education to students of all backgrounds. We seek to develop knowledgeable students who are engaged in the life of the college and our community, and are prepared to think critically, lead responsibly, act ethically, and contribute globally.

vision and values

People

- ◆ Students and their success serve as the driving force behind our decisions.
- ◆ Outstanding faculty and highly qualified staff bring direction, definition, and distinction that enhance our institution and the student experience.
- ◆ Our rich and cooperative learning environment is grounded in the diversity of our academic community.
- ◆ We nurture freedom of expression within the context of civil dialogue and respectful interaction between and among all members of our community.

Place

- ◆ Our location is a significant platform for learning, teaching, research, and creative work. The exploration of place—in our borough of Brooklyn, the city, the state, and the world beyond—will be a hallmark of many of our academic accomplishments and scholarly endeavors.

Partnerships and Service

- ◆ Service to each other, to our community, and to the world is integral to personal and societal development.
- ◆ We seek strong, reciprocal relationships with local, state, national, and international partners and are committed to place-based problem solving with a local and global consciousness.

Ethical Stewardship and Informed Leadership

- ◆ We are committed to affordability, sustainability, transparency, and institutional effectiveness.
- ◆ Respect and accountability will guide our conduct as individuals and as a college community.
- ◆ We will promote mentoring within our college community and foster opportunities for students, faculty, and staff to prepare for leadership roles on our campus and beyond.

core commitments

- ◆ Recruit, retain, and support a committed, diverse, and qualified student body and equip them with the knowledge, skills, and confidence to become proud and successful Brooklyn College graduates and responsible citizens.
- ◆ Recruit, retain, and support a distinguished and diverse faculty as well as an expert, diverse staff who support and promote excellence in teaching, learning, scholarship, creative work, and service.
- ◆ Build and renovate a physical plant and infrastructure that support our academic community in the pursuit of our mission.
- ◆ Strive for continuous improvement by aligning assessment and accountability with resource allocation.
- ◆ Designate existing fiscal resources strategically and in alignment with college priorities.
- ◆ Expand external funding resources to support student success, faculty excellence, program enhancements, and infrastructure.
- ◆ Develop distinctive, high quality programs and activities at Brooklyn College in concert with the [CUNY Master Plan](#) and the [CUNY Performance Management Process](#).

Provide an outstanding educational experience for our students

- ◆ Offer outstanding academic majors in the arts, humanities, social sciences, natural & behavioral sciences, business, and education, with effective pathways to graduate education, professional education, and career opportunities.
- ◆ Provide a strong undergraduate core curriculum that supports the college's learning goals.
- ◆ Promote excellent instruction, mentoring, and student research opportunities conducted in a rich, cooperative learning environment.
- ◆ Design and support interdisciplinary curricula with global applications and relevance within and across the five schools.
- ◆ Emphasize civic engagement, student leadership, campus citizenship, and community service through expanded co-curricular programs and opportunities.

Action Items

- ◆ Implement recommendations of the President's Task Force on Retention and Graduation Success aimed at engaging students and enabling them to complete their course of study successfully and in a timely manner.
- ◆ Review the quality, impact, resource needs, and future opportunities of our graduate programs in preparation for the Middle States Periodic Review Report (due 2014).
- ◆ Improve the integration of transfer students into our academic programs and campus life, as identified in the Foundations of Excellence Transfer Study Report.
- ◆ Increase high-impact activities such as student internships, study abroad, fieldwork and research opportunities, and civic engagement activities that support student success and prepare our graduates to work and serve in a rapidly changing, interconnected world.
- ◆ Provide advisement and mentoring for student leaders so they are better equipped to address problems our society faces now and in the future.

strategic themes *(continued)*

Foster a dynamic, responsive, and inclusive academic community

- ◆ Attract, retain, and support purposeful, motivated students from the borough, the city, the state, and beyond.
- ◆ Attract, retain, and recognize a diverse and distinguished faculty dedicated to first-rate teaching, research, and service.
- ◆ Attract, retain, and support a diverse, highly skilled and dedicated staff to support the academic community.
- ◆ Foster the thoughtful and respectful exchange of ideas among all sectors of our community.
- ◆ Engage college citizens in issues related to administration and governance.
- ◆ Implement the [Brooklyn College Diversity and Inclusion Plan](#).

Action Items

Students

- ◆ Implement coordinated campus-wide recruitment that strengthens relationships with borough high schools and other educational partners both locally and internationally, and seek increased student housing opportunities.
- ◆ Provide student life programs that meet student needs with regard to college services and resources, health and wellness programs, and sports and recreational activities.
- ◆ Provide increased opportunities for collaborative student engagement with faculty in research, travel, creative programs, symposia, and roundtables.
- ◆ Effectively communicate student advisement and financial resource information using appropriate communication channels.
- ◆ Fundraise to support student scholarships.
- ◆ Enlist student organizations in maintaining a supportive and safe campus environment conducive to active learning in and outside the classroom.
- ◆ Recognize and promote student engagement in peer mentoring, volunteer programs, and civic engagement that foster active learning, reflection, and respect for difference.

strategic themes *(continued)*

Faculty

- ◆ Increase faculty diversity to reflect and respond to our students and their needs.
- ◆ Expand and coordinate college-wide faculty development efforts, reinvigorate the Center for Teaching, and provide appropriate tools for program improvement and innovation, planning, and assessment.
- ◆ Expand initiatives to support faculty research on- and off-campus and to promote student engagement in faculty research projects.
- ◆ Fundraise to support faculty excellence.
- ◆ Review the recognition and reward structure for faculty service to departments, schools, and the college, especially for activities associated with academic advisement, student organizations, and the engagement of students in research, travel, and community service.

Staff

- ◆ Increase staff diversity to reflect and respond to our students and their needs.
- ◆ Expand staff development and training programs and provide opportunities for staff from across the college to collaborate in support of improved customer service that is meaningful and measurable.
- ◆ Recognize staff for their significant contributions to the advancement of the college and the achievements of its students.

strategic themes *(continued)*

Capitalize on Brooklyn as a learning environment and a gateway to the world

- ◆ Learn in, from, and about Brooklyn, its heritage, and its people.
- ◆ Utilize the borough's dynamism and draw on its rich heritage to help shape future growth.
- ◆ Promote creative place-based learning and problem solving in our teaching, research, and community service.
- ◆ Excel as a leading cultural, intellectual, economic, and community resource for the borough, the city, and the state.
- ◆ Cultivate local and global connections to foster continued student success.

Action Items

- ◆ Advance curriculum development, research initiatives, and student placement opportunities in the interdisciplinary fields of city-based and sustainability education by implementing the recommendations of the Provost's Task Force on City-Based and Sustainability Education.
- ◆ Promote the work and impact of the Center for the Study of Brooklyn, the Small Business Center, and the Magner Center for Career Development and Internships, as well as community arts programming. Continue to seek external funding through a variety of funding streams to support these efforts.
- ◆ Increase global educational opportunities and strategically develop international partnerships.
- ◆ Deepen existing community partnerships and build fruitful reciprocal relationships.
- ◆ Identify new strategic partnerships with cultural and educational institutions, community-based and non-profit organizations, and businesses large and small that are located in and serve the borough of Brooklyn to explore joint ventures that support student learning.

strategic themes *(continued)*

Promote the impact of Brooklyn College and its alumni

- ◆ Recognize and communicate the significant economic, social, and cultural contributions of our graduates to New York City, the state, and the nation.
- ◆ Make the compelling case to legislators and donors for sustained investment in public higher education.
- ◆ Regularly communicate and promote the impact of the research, scholarship, creative work, and community service produced by our faculty, students, and staff.

Action Items

- ◆ Initiate and maintain an aggressive campaign to increase positive press coverage about the college and its faculty, students, and alumni in traditional and non-traditional media.
- ◆ Develop a coordinated communication and marketing strategy and provide tools to empower units to share their successes.
- ◆ Engage the college community in maintaining and utilizing an alumni-tracking system that supports efforts to widely recognize the accomplishments of Brooklyn College graduates.
- ◆ Communicate the significant impact of donations that promote student recognition and student success, faculty excellence, program development and success, and college prominence.

strategic themes *(continued)*

Improve institutional effectiveness and enhance campus infrastructure

- ◆ Organize the academic division into five schools in order to foster student success, raise the profile of our academic programs, enhance cross-departmental interaction, expand external partnerships, and attract external funding.
- ◆ Implement the facilities master plan and continue to plan, build, and renovate facilities that support instruction, research, and student engagement.
- ◆ Pursue continued improvement in institutional operations and services; utilize appropriate data and assessment methodologies to identify and implement change.
- ◆ Maintain sound financial management practices, strategically linking resources to core commitments and priorities.
- ◆ Foster a safe, secure, sustainable, and healthy campus community.
- ◆ Improve communication to and among students, faculty, and staff.
- ◆ Emphasize accountability and transparent communication as an institution and as individuals.
- ◆ Implement a coordinated fundraising plan to develop external funding streams in support of academic excellence and enhanced campus infrastructure under the aegis of the Foundations for Success Campaign.

Action Items

- ◆ Create a rubric and report regularly on the implementation of the strategic plan, including a comprehensive mid-course update.
- ◆ Implement the five-school structure according to plan and develop alignment plans for each school that articulate specific goals and objectives for improving the quality of academic programs, promoting faculty excellence, and enhancing the learning outcomes, educational experience, and success of students.
- ◆ Develop and implement a comprehensive strategic enrollment management plan.
- ◆ Construct regulation athletic fields that support competition in sport-specific conferences, build the new Leonard & Claire Tow Center for the Performing Arts, plan and build a twenty-first-century science complex, and continue to renovate science research labs and teaching facilities in Ingersoll in accordance with the [facilities master plan](#).

strategic themes *(continued)*

- ◆ Streamline institutional processes to increase efficiency and provide enhanced assistance for students, faculty, and staff.
- ◆ Provide staff development opportunities that promote professional competence and support improved customer service.
- ◆ Ensure that the technology infrastructure incorporates the latest tools and services, including expanded wireless access across campus, in support of instruction and research and aligns with a faculty development program that promotes the effective use of current and emerging technologies.
- ◆ Implement CUNYFirst, the CUNY Enterprise Resource Program (ERP), in collaboration with the CUNY Office of Computing and Information Services. Ensure that training and support are provided during the transition from current systems to the new enterprise management system.
- ◆ Implement the ten-year [campus sustainability plan](#), the [CUNY Tobacco Free Policy](#), and other health and safety programs.
- ◆ Recognize and engage key institutional partners, including the boards of the Brooklyn College Foundation, the Brooklyn College Alumni Association, and the Brooklyn College Center for the Performing Arts.
- ◆ Expand and deepen relationships with government, community, corporate, foundation, and other grantmakers.

monitoring our progress

In the past ten years, Brooklyn College has developed a body of reports and assessment resources and protocols that will inform the implementation of priorities outlined in the strategic plan. The following is an overview of the types of qualitative reports and performance data that we will use to monitor our progress. Where necessary, additional reporting and assessment protocols will be developed to address newly identified activity.

CUNY and External Reporting and Assessment Tools

- ◆ The **CUNY Performance Management Process (PMP)**—an annual goal-setting and reporting process supported by a complex set of institutional performance indicators including retention and graduation rates, progress on faculty-driven assessment of student learning, sound financial management, fundraising, grants income, enrollment statistics, and student satisfaction with college services. Each spring, the PMP program publishes a comparative report on CUNY college performance on each metric by institutional type (i.e., senior colleges, comprehensive colleges, community colleges) and in the context of a university-wide average.
- ◆ The **CUNY Student Experience Survey (SES)**—administered biennially in conjunction with the CUNY PMP, the survey provides information about student satisfaction with academic, administrative, computing, and student services and useful background information about students, such as their financial situation and how they spend their time.
- ◆ The **National Survey of Student Experience (NSSE)**—a biennial CUNY-administered activity that surveys freshmen and seniors, and reports results within the context of national peer institutions. NSSE provides information about student study habits, student life commitments, attitudes about student learning, and engagement with faculty and peers. A related survey, the Beginning College Survey of Student Engagement (BCSSE), gives special attention to how entering freshmen expect their college experience to differ from high school, and how they plan to succeed in college.
- ◆ The **CUNY Faculty Scholarship Report**—submitted annually in conjunction with the PMP, identifies the scholarly and creative accomplishments of the full-time faculty within the previous calendar year.
- ◆ **CUNY Program Review Report**—submitted annually in conjunction with the CUNY PMP, provides information on the external evaluation of academic departments and programs.
- ◆ **External Accreditation Activities**—self-studies, reviews and evaluation reports conducted and submitted at required intervals by the Middle States Commission on Higher Education (Periodic Review Report due in 2014), the Council on Education for Public Health, the American Dietetic Association, the Council on Academic Accreditation of the American Speech-Language-Hearing Association, and the National Council for Accreditation of Teacher Education.
- ◆ Recognition of faculty, students, and programs, through national rankings, major grants, fellowships, and awards as well as through specially constructed comparative reviews with peer institutions made possible through **Consortium for Student Retention Data Exchange (CSRDE)** membership.

monitoring our progress *(continued)*

College-based Reporting and Assessment Tools

- ◆ Annual strategic action plans, annual reports, and/or associated assessment results for each major administrative unit: Academic Affairs, Communications and Marketing, Enrollment Management Services, Finance and Administration, Institutional Advancement, and Student Affairs.
- ◆ Five-year school alignment plans that identify strategic directions; annual school and department reports that document progress; regular self-studies, external evaluations, and multi-year plans conducted over a ten-year cycle that incorporate school and department-based outcomes assessment results; the BC Feedback course evaluation system; and specially conducted surveys.
- ◆ Internal surveys such as the Mid-Year First-Time Freshmen Survey, which obtains information on student work and study habits in their first semester.
- ◆ Implementation reports and assessment results associated with specific programs and initiatives such as the Implementation Task Force on Student Retention and Graduation Success; the Foundations of Excellence Transfer Study; the 2010 Diversity and Inclusion Plan; the Provost's Task Force on City-Based and Sustainability Education; the Magner Center for Career Development and Internships; the Office of International Education and Global Engagement; the Center for the Study of Brooklyn; the Small Business Center; and the community arts programs.
- ◆ Construction design and planning documents, groundbreaking and ribbon-cutting ceremonies associated with the college's construction program as articulated in the facilities master plan.
- ◆ Other specialized reports associated with university sponsored or mandated activities including the CUNYFirst, the ten-year campus sustainability program, and the CUNY Tobacco Free Policy.

steering committee

Karen L. Gould, President

Louis DiMeglio, 2010–11 Student Government President, CLAS

Nicole Hosten-Haas, Acting Chief of Staff to the President

Stephen Joyner, Vice President for Enrollment Management

Steve Little, Vice President for Finance and Administration

Milga Morales, Vice President for Student Affairs

Maria Perez y Gonzalez, Professor and Chair, Puerto Rican and Latino Studies; Chair, Faculty Council

Andrew Sillen, Vice President for Institutional Advancement

Jeremy Thompson, Senior Director of Communications and Marketing

William Tramontano, Provost

Colette Wagner, Assistant Dean and Executive Assistant to the Provost

working committee

Jennifer Adams, Education

Robert Agyemang, Graduate Student

Konstantinos Alexakos, Education

Jameson Alphonse,
Undergraduate Student

Richard Altabe, NYS Parochial
School Association

Michael Anderson, Academic Assessment

Willard Archie, '68, Magner Center
Advisory Council

Michael Ayers, Institutional Research

Arshad Bacchus,
Undergraduate Student

Brandon Bain, '04, Brooklyn College
Alumni Association

Joan Bartolomeo, Brooklyn Economic
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Robert Bell, Finance and
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Sam Beller, '59, Brooklyn College
Foundation Trustee

Brithney Benn,
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Alvin Berk, Community Board 14

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Undergraduate Student

Rebecca Boger, Earth and
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Pamela Brier, Maimonides Medical
Center

Ryan Buck, Student Affairs

Maurie Callahan, Academic Affairs

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Sabrina Cerezo, Research and
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Leah Chajekis, Bursar

Loretta Chin,
Undergraduate Student

Samir Chopra, Philosophy

David Cohen, Midwood High School

Ed Cohen, '62, Brooklyn College
Foundation Trustee

Michael Coleman, Student Affairs

Natalie Coombs, Enrollment
Services Center

Latricia Davidson,
Undergraduate Student

Scott Dexter, Computer and
Information Sciences

Bryce K. Dixon, Graduate Student

James Eaton, Academic Affairs

Emmanuel Ekwedike,
Undergraduate Student

Ken Estey, Political Science

Geraldine Faria, Academic Affairs

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Business Management

Tunji Fussell, Diversity and Equity
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Alan Gilbert, Finance, Budget and
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Erika Gilt,
Undergraduate Student

Mark Gold, Information Technology
Services

Harry Gomez, Campus and
Community Safety Services

Kenneth Gould, Sociology

Stephen Gracia, Scholarships

working committee *(continued)*

- Dan Gurskis**, Film
- Mona Hadler**, Art
- Megan Henry**,
Undergraduate Student
- Michael Hewitt**, Human Resources
- Pamela Holmes**, Student Affairs
- Kathleen Hopkins**, Lutheran Hospital
- Karen Brooks Hopkins**, Brooklyn
Academy of Music
- Debra Cumberbatch**, '73, Brooklyn
College Alumni Association
- Fez Hoyte**, Graduate Student
- Jessica Huang**,
Undergraduate Student
- Amy Hughes**, Theater
- Carl Hum**, Brooklyn Chamber
of Commerce
- Omar Ilyas**,
Undergraduate Student
- Nick Irons**, Academic Information
Technologies
- Jonathan Judge**, Community Board 14
- Eynar Khaimov**,
Undergraduate Student
- Jeanny Kim**,
Undergraduate Student
- Sandra Kingan**, Mathematics
- Richard Klein**, Information
Technology Services
- Ganesh Kalicharon**,
Undergraduate Student
- Angelo Lagrega**, Graduate Student
- Albert C. Lasher**, '51, *Vanguard* Alumni
- Arnold Lehman**, Brooklyn Museum
- Gertrud Lenzer**, Children's Studies
- Sook Hing Leung**,
Undergraduate Student
- Tammy Lewis**, Sociology
- Arlene Lichterman**, '53, Brooklyn College
Alumni Association
- Odellia Lucius**, Graduate Student
- Betty Lugo**, '81, Prelaw Advisory Council
- Alisa Martin**, Brooklyn Museum
- Miranda J. Martinez**, Puerto Rican and
Latino Studies
- Tamara McCaw**, Brooklyn Academy
of Music
- Bruce McIntyre**, Music
- Scott Medbury**, Brooklyn Botanic
Garden
- Christopher Milton**, Admissions
- Jerry Mirotznik**, Academic Affairs
- Sherrie Moody**, Graduate Student
- Sharon Myrie**, Brooklyn Botanic Garden
- Martha Nadell**, English
- Kathy Napoli**, Television and Radio
- Apollo Namalu**,
Undergraduate Student
- Tracy Newton**, Academic Advisement and
Student Success
- Patrick O'Connor**, Finance, Budget
and Planning
- Eninma Oguagha**, Undergraduate Student
- Robert Oliva**, Magner Center for Career
Development and Internships
- Doris Ortiz**, Community Board 14
- Carmen A. Pacheco**, '81, Prelaw Advisory
Council
- Hesh Patel**, Facilities, Space Planning and
Construction
- Genesis Phillip**,
Undergraduate Student
- Marie Antoine Pierre**, Graduate Student
- Barbara Pimentel**, '96, Brooklyn College
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- Margaret-Ellen Pipe**, Psychology
- Dana Puma**,
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- Laura Reigada**, Psychology
- George Rodman**, Television and Radio
- Isabel Rodriguez**,
Undergraduate Student
- Yeliz Sabanoglu**,
Undergraduate Student
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- Ron Schweiger**, '70, Brooklyn College
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- Danielle Shallow**,
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- Jeffrey Sigler**, '92, Brooklyn College
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- Michael Simon**,
Undergraduate Student
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- Jonathan Springer**,
Undergraduate Student
- Althea Sterling**, Student Testing
- Charles Stone**, Finance and Business
Management
- Nancy Strein**, Communications
and Marketing
- Sandra Stumbo**, Office of the President
- Cindy Tam**,
Undergraduate Student
- Michelle Vargas**,
Undergraduate Student
- Jeffrey Varghese**,
Undergraduate Student
- Deborah Walder**, Psychology
- Stephanie Walker**, Library
- Stephen Ward**, Human Resources
- Ella Friedman Weiss**, '62, Brooklyn Arts
Council
- Jacqueline Williams**, Student Affairs
- Peter Williams**,
Undergraduate Student
- Donna Wilson**, Academic Affairs
- Justin Yee**,
Undergraduate Student

**Brooklyn
College**

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