Brooklyn College Strategic Plan
Revised Goals & Draft Strategic Actions
November 30, 2017

**GOAL 1: BROOKLYN COLLEGE WILL ENHANCE OUR ACADEMIC EXCELLENCE.**

**A. Improve undergraduate and graduate programs that enhance our strengths in the liberal arts, sciences, business programs, creative arts, and education to support students for success in growing sectors locally and globally.**

a. Academic leadership, Deans, and Chairs will critically examine our current programs and departments, including regular self-studies and external reviews of departments, to ensure that our majors and programs reflect the latest knowledge and skills needed in growing sectors.

b. The Provost and Deans will support and encourage the cross-school development of curricula and major/minor pairs to promote interdisciplinary work.

c. Academic leadership will eliminate or merge departments and undergraduate and graduate programs where the resources and students do not justify continuation.

d. The Wolfe Institute will annually adopt a contemporary issue to focus and deepen curricular and extra-curricular programming campus wide.

e. The President will convene the Growing Sectors Task Force to develop recommendations for revisions to programs and curricula based on growing sectors locally and globally.

**B. Attract, develop, and retain an innovative, diverse, productive, and engaged faculty.**

a. The Office of Diversity and Equity will require department-specific affirmative action plans for faculty, adjunct, and substitute recruitment to enhance opportunities to hire minority and women faculty in areas where they are underrepresented.

b. The Roberta S. Matthews Center for Teaching will collaborate with the Center for Research and Scholarship to create and execute a faculty mentoring program to develop and retain faculty at all career levels.

c. The Roberta S. Matthews Center for Teaching will develop an incentive, reward, and recognition program for faculty that demonstrate excellence and innovation in teaching.

d. The Roberta S. Matthews Center for Teaching will provide training for adjuncts and the Associate Provost’s office will revise the faculty handbook with an additional section for and about adjuncts, and revise and circulate the handbook to all faculty and adjuncts each academic year.

**C. Enhance the excellence of our teaching to support students’ success and promote critical thinking and problem solving.**

a. The college will hire a full time Director for the Roberta S. Matthews Center for Teaching to foster an innovative and vibrant culture of sharing pedagogical best practices.

b. The Roberta S. Matthews Center for Teaching will assist with the development and implementation of pedagogy-enhancement plans at the school, department, and program levels, and ensure that all instructors have training in essential best practices to promote critical thinking and problem solving.

c. The Roberta S. Matthews Center for Teaching will develop an incentive, reward, and recognition program for faculty that demonstrate excellence and innovation in teaching.

d. The Roberta S. Matthews Center for Teaching will assist with the development and implementation of pedagogy-enhancement plans at the school, department, and program levels, and ensure that all instructors have training in essential best practices to promote critical thinking and problem solving.

e. The President will convene the Growing Sectors Task Force to develop recommendations for revisions to programs and curricula based on growing sectors locally and globally.

**D. Support and promote excellent research and increase sponsored research to advance intellectual inquiry.**

a. The college will create a Center for Scholarship and Research and hire a full time Director (faculty member or other PhD) to assist faculty with funding projects and publishing their work.

b. The Center for Scholarship and Research will be an umbrella that assembles information from the various offices that currently support research.

c. The Center for Scholarship and Research will develop an incentive, reward, and recognition program for faculty that demonstrate excellence and innovation in research.

d. The Center for Scholarship and Research will provide support with grant writing workshops, individuals’ proposal preparation, assist PIs with administrative paperwork, and improve communications with RFCUNY.
GOAL 2: BROOKLYN COLLEGE WILL INCREASE OUR UNDERGRADUATE AND GRADUATE STUDENTS’ SUCCESS.

A. Increase our rates of student retention and degree completion.
   a. The Office of Enrollment Management will develop, execute, and communicate a comprehensive retention and graduation strategy, including more sections and seats in gateway courses, degree maps, and block schedules to facilitate students’ access to enrolling in 15 credits per semester for on time degree completion.
   b. The Offices of Budget and Planning and Institutional Research and Analysis will conduct a comprehensive assessment of the demand for classes at various times to ensure that courses are scheduled at the times that match students’ needs.
   c. Departments will develop degree maps for all majors and, in concert with Deans and Enrollment Management, will optimize scheduling for students.
   d. The Faculty Council Curriculum Committee will consult with representatives from financial aid and student advisement so that the implications of curricular changes for students are clear and can be considered in decision-making.
   e. The Office of Enrollment Management and the Chair of the Faculty Council will work together to develop a curriculum management calendar to ensure proper student advisement is integrated with Faculty Council’s decisions regarding bulletin changes.

B. Increase students’ opportunities for high impact academic engagement, such as service learning/community based learning, research, study abroad, and capstone courses and projects.
   a. The college will create a Director of Undergraduate Research (HEO) within the Center for Research and Scholarship to: 1) match students seeking research opportunities with faculty, and 2) assist faculty writing grant proposals that support undergraduate research, such as Research Experience for Undergraduates (REU) from National Science Foundation (NSF).
   b. The Roberta S. Matthews Center for Teaching will work with departments to develop and support capstone courses and experiences across majors.
   c. Deans and faculty will increase the number of students participating in existing research and scholarship activities, such as the Mellon Transfer Research program and the Brooklyn College Listening Project.
   d. The Center for International Education and Global Engagement will work with departments and programs to match international experiences (including study abroad, exchange programs, short term study abroad, international internships, international research, etc.) with coursework and develop written advice for students in various disciplines.

C. Increase scholarships and financial aid and facilitate students’ access to them.
   a. The Financial Aid Office, the Bursar’s Office, and the Office of Scholarships will streamline internal processes for students to take full advantage of financial aid opportunities and scholarships.
   b. The Financial Aid Office will publicize and enhance online tools to provide information about financial aid, and assist students with the application process.
   c. The Office of Institutional Advancement will raise funds that enable the college to enhance tuition scholarships for entering Scholars Program students and admit transfer students to the Scholars Program with full benefits.

D. Enhance student support programs, including those for special populations, such as transfer students, students with disabilities, veterans, and international students.
   a. The Office of Student Affairs will promote student health and wellness through a “healthy campus” initiative utilizing the Nutrition Clinic, the Health Clinic, Personal Counseling, the community garden, and other existing resources.
   b. The Peer Mentoring Program will expand and scale up the TransferNation Seminars and Network for transfer students, veterans, and international students, create a parallel seminar for first time college students, and the Office of Institutional Research and Data Analysis will assess the program to determine the most effective practices.
   c. The Office of Enrollment Management and the Center for Academic Advisement and Student Success will identify and implement the best practices for granting transfer credits in general education and majors in partnership with the faculty and deans.
   d. The Center for Academic Advisement and Student Success, in conjunction with Deans, Chairs, Student Affairs, Enrollment Management, Financial Aid, the Bursar’s Office, Information Technology Services, and Peer Mentoring, will develop a packet of welcome materials for incoming students with special sections on transfer students, students with disabilities, veterans, and international students.
GOAL 3: BROOKLYN COLLEGE WILL PREPARE OUR STUDENTS FOR FULFILLING WORK AND LEADERSHIP IN THEIR COMMUNITIES.

A. Enhance career services for students.
   a. The Career Center will increase the number and percentage of students who benefit from its services.
   b. The Career Center will identify and implement best practices for career services for students.
   c. The Office of Institutional Advancement will enhance funding for the Career Center to serve more students.

B. Increase students’ opportunities for engagement in the workplace and community.
   a. The Career Center will add campus jobs to HireBC database.
   b. The Career Center will develop stronger connections with faculty to identify employer contacts and include these contacts in HireBC and job fairs.
   c. The Career Center will deepen relationships with alumni to enhance mentoring to students.
   d. The Career Center will enhance partnerships with organizations, institutions, and companies that can provide career opportunities for students.
   e. The Office of Institutional Advancement will increase students’ opportunities for financial support, training, preparation and access to paid internships.

C. Infuse career development into curricular and co-curricular offerings.
   a. Academic departments will develop career plan templates that include descriptions of prospective careers, recommended courses to prepare for those careers, and profiles of departmental alumni.
   b. The Career Center will collaborate with Deans and Chairs to organize annual career-related conferences by school.

D. Prepare students to become engaged, global citizens and decision-makers in a complex, diverse, and sustainable society.
   a. The Office of Institutional Advancement will expand funding to support students to study, work, and intern abroad.
   b. The Office of Diversity and Equity Programs will offer training on diversity, identify areas where additional training is needed, and develop and offer new training.
   c. The Roberta S. Matthews Center for Teaching will train faculty to provide students with opportunities for sustained engagement with people not obviously like themselves.
   d. Student Affairs will develop and offer leadership training for students to facilitate the development of student leaders and a strong student government.
   e. The Sustainability Council will work with student government to enhance the College’s Ten Year Sustainability plan.
   f. The Office of the President will coordinate campus stakeholders to develop programming for the We Stand Against Hate series to encourage debate and dialogue and prepare students to interact meaningfully with people not obviously like themselves.
GOAL 4: BROOKLYN COLLEGE WILL DEVELOP A NIMBLE, RESPONSIVE, AND EFFICIENT STRUCTURE.

A. Develop a culture of transparency, service, and trust.
   a. The Office of Communications and Marketing will work with administrative and academic offices throughout the college to clarify and communicate those offices’ responsibilities so that students, staff, and faculty can easily connect their needs with the proper offices.
   b. The Office of Human Resources will develop on-going service training for staff.
   c. Staff, faculty, and administrative leaders will develop trust by engaging in collaborative processes in which they consult with constituencies, including students, who are affected by their decisions.

B. Streamline processes and make our bureaucracy more responsive and efficient.
   a. The Office of Finance and Administration will conduct a survey and develop an action plan to communicate information about procurement to the campus community in order to be more efficient and transparent procurement processes.
   b. The Office of Human Resources will offer more professional development training for staff to learn and apply best practices and will disseminate information about courses provided by CUNY and the City.
   c. Information Technology Services will partner with administrative and academic departments to computerize routine tasks that work well with CUNY wide systems.
   d. Every administrative and academic department will document in writing departmental policies and processes to retain organizational knowledge and enhance best practices.

C. Develop governance and management structures to advance the mission.
   a. All academic leaders, including Deans and Chairs, will make decisions based on data, planning, and budget allocations.
   b. The Provost will communicate and carry out a transparent process for the allocation of faculty lines that includes justification for which criteria and metrics are used.
   c. The faculty and academic leadership will clarify the authority and responsibilities of deans and incorporate their existence into the governance documents.
   d. The faculty and academic leadership will grant program directors the same rights and responsibilities as chairs and incorporate the change into the governance documents.

D. Increase resources to support college priorities and realign resources to those priorities.
   a. The new Vice President for Institutional Advancement, the Brooklyn College Foundation, and the Office of Institutional Advancement will develop a plan to increase support from current and new donors to fund priorities.
   b. The Offices of Finance and Administration, Government and Community Relations, and Communications and Marketing will develop plans to increase additional revenue-generating opportunities on campus.
   c. The Offices of the President and Government and Community Relations will lobby to increase government support for Brooklyn College.
   d. The administration will realign resources based on our strategic planning priorities.

E. Enhance campus facilities, technology, and infrastructure, with an emphasis on sustainable best practices.
   a. The Office of Finance and Administration, with Facilities Planning and Operations, will undertake a comprehensive review of campus systems, buildings, and grounds to create a plan to meet our needs with available funding.
   b. Deans and faculty will develop a comprehensive assessment of research and lab facilities and work with the Office of Facilities Planning and Operations to develop a plan to enhance them.
   c. The Offices of Government and Community Relations and Institutional Advancement will work with CUNY, New York State, New York City, and private donors to increase our funding for campus systems, buildings, and grounds.
   d. Facilities Planning and Operations will incorporate best practices in sustainability in facilities operations and in planning future facilities.
   e. The Office of Finance and Administration will improve communications regarding priorities, work requests, and project status.
   f. Information Technology Systems will regularly convene feedback sessions with end-users to consult on the development and improvement of IT services on campus.
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GOAL 5: BROOKLYN COLLEGE WILL LEVERAGE ITS REPUTATION FOR ACADEMIC EXCELLENCE AND UPWARD MOBILITY.

A. Develop institutional pride and a shared sense of purpose.
   a. The Office of Communications and Marketing will communicate strategic priorities and mark progress toward completing our goals to underscore a shared sense of purpose.
   b. Through the Office of Communications and Marketing, the college will celebrate when students, faculty and staff do things well by featuring a student, faculty member, and staff member in the monthly e-newsletter.
   c. Through the Office of Communications and Marketing, the college will encourage problem-solving and successful innovations across campus by featuring a “Problem Solved” column in the monthly e-newsletter.
   d. The college will extend the institutional mission to our own staff by publicizing policies that encourage and support staff to earn college degrees and advance their professional goals.

B. Promote Brooklyn College’s leadership in accessibility, diversity, excellence, and social mobility.
   a. The Office of Communications and Marketing will develop and disseminate materials that market our strengths in accessibility, diversity, excellence and social mobility.
   b. The Center for Research in partnership with Office of Communications and Marketing will develop faculty to promote their research and become public intellectuals, by providing workshops on skills, such as how to write an Op-Ed and how to promote a book.
   c. Academic leadership will promote Brooklyn College in the national conversation about accessibility, diversity, excellence and social mobility in higher education.
   d. The Office of Diversity and Equity Programs will assess how we promote diversity within honors programs and awards and recommend best practices.

C. Position and develop Brooklyn College as a vital resource for our borough to advance the public good.
   a. The Office of Communications and Marketing will produce materials that document and celebrate the college’s impact on Brooklyn.
   b. Deans, Chairs and faculty will provide experiences for students to give back to the community, through academic-community partner programs like the Accounting VITA program, the Environmental Sciences Analytic Center’s soil testing service, and the Diana Rogovin Davidow Speech Language Hearing Center.
   c. The Office of the President will convene relevant stakeholders to reinvigorate the Center for the Study of Brooklyn to serve as a hub for research, curricula, and extra-curricular activities focused on Brooklyn.
   d. Through the the Center for the Study of Brooklyn, the college will strengthen partnerships with organizations and projects that share our commitment to advancing the public good, such as the Brooklyn Museum, Brooklyn Historical Society, Brooklyn Botanical Garden, the New York City Department of Education, and the Department of Sanitation’s Compost Project, and increase students’ opportunities to engage with them.

D. Improve the mechanisms of communication to strengthen our reputation and identity.
   a. The Office of Communications and Marketing, in collaboration with students, faculty, and staff, will redesign our public and internal websites, including mobile versions, to enhance the search functionality and align institutional priorities, resources, services, and messages to serve key constituencies.
   b. Information Technology Services will develop an all school calendar where requests can be submitted to be added to the calendar and it is updated daily.
   c. The Office of Communications and Marketing will develop and execute a plan for featuring faculty research and scholarship that is accessible to a general public.
   d. The Office of Communications and Marketing will develop a comprehensive social media strategy that incorporates the college, Alumni Association, and Institutional Advancement.