

**STRATEGIC PLAN 2.0
KEY PERFORMANCE INDICATORS**

The Brooklyn College community developed the Strategic Plan 2018-2023 through an extraordinarily inclusive and transparent process. The Plan is not designed to sit on a shelf: it is a living document. Through internal and external evaluation, we learned that the Plan was too complex and that we needed to prioritize its strategic actions and develop its key performance indicators. In April 2019, we surveyed all campus stakeholders to prioritize its strategic actions. Based on these results, the CUNY Strategic Framework, and the CUNY PMP, we established a set of strategic action priorities and developed a set of key performance indicators and targets. Our Strategic Plan 2.0 includes the original goals and objectives, and now features streamlined actions and indicators that show how we will evaluate progress on the Plan. We will report out to the community on our progress at the end of every academic year. Through ongoing assessment and broad consultation, Brooklyn College will update the Plan annually, if needed, to ensure we achieve our goals.

GOAL 1: ENHANCE OUR ACADEMIC EXCELLENCE

<i>Objective</i>	<i>Strategic Action Priorities</i>	<i>Key Performance Indicators and Targets</i>
1.1 Improve undergraduate, master’s and doctoral programs that distinguish our strengths in the liberal arts, science, business, creative arts, and education to support students for success locally and globally.	The provost, deans, chairs, departments, and Faculty Council will critically examine our undergraduate and graduate academic offerings through regular program reviews, external evaluations, and annual assessment plan and reports. The analysis will ensure that our curricula, majors, and programs reflect emerging knowledge and skills and deliver academic excellence and value to our students.	1.1a All academic programs and departments will engage in detailed analyses to ensure academic excellence, alignment with the College’s mission, integration of emerging knowledge, and value to our students. 1.2a Increase the percentage of underrepresented minority faculty hired from 20.8 to 30% (2016-2017 IPEDS). 1.2b Increase the average number of faculty pieces of scholarship/creative activity from 0.9 to 1.3 (2017-2018 PMP). 1.2c Increase number of funded research grants from 45 to 53 (2017-2018 PMP).
1.2 Attract, develop, and retain an innovative, diverse, productive, and engaged faculty and staff.	The Office of Diversity and Equity Programs will require department specific affirmative action plans for tenure track, lecturer, substitute, and adjunct faculty to enhance opportunities in the areas where they are underrepresented.	
1.3 Enhance the excellence of our teaching to support students’ success and promote critical thinking and problem solving.	The Center for Teaching will assist with the development and implementation of pedagogy enhancement plans at the school, department, and program levels and create opportunities for instructors to receive training in best practices for excellent teaching and mentoring of students.	
1.4 Support and promote excellent research and increase	The Office of the Provost will enhance staffing and resources at	

sponsored research to advance intellectual inquiry.	the Office of Research and Sponsored Programs to meet the needs of faculty across the College.	
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GOAL 2: INCREASE UNDERGRADUATE, MASTER’S, AND DOCTORAL STUDENTS’ SUCCESS

<i>Objective</i>	<i>Strategic Action Priorities</i>	<i>Key Performance Indicators and Targets</i>
2.1 Increase our rates of student retention and degree completion.	The Office of Enrollment Management will develop, implement, and communicate a comprehensive admissions, retention, and graduation plan, including greater availability to take gateway courses, degree maps, and block schedules to facilitate full-time students' access to 15-credits per semester and 30-credits per year.	2.1a Increase the four-year graduation rate from 28% to 32% (2017-2018 PMP). 2.1b Increase the 6-year graduation rate from 58% to 63% (2017 -2018 PMP). 2.1c Increase the master’s four-year graduation rate from 70% to 72% (2017-2018, OIRDA). 2.1d Decrease gaps in student success by race/ethnicity, gender, and transfer status by 50% (OIRDA, BC).
2.2 Increase students’ opportunities for high-impact academic engagement, such as service learning/ community-based learning, research, study abroad, and capstone courses and projects.	Deans will develop a strategy for schools to create resources describing faculty research interests and the availability of opportunities in their research programs for use by undergraduate, master's, and doctoral students seeking research opportunities, and increase resources for such work.	
2.3 Increase scholarships and financial aid and facilitate students’ access to them.	The Office of Financial Aid, the Office of the Bursar, and the Office of Scholarships will streamline internal processes to enable students to take full advantage of financial aid opportunities and scholarships.	
2.4 Enhance student support programs, including those for special populations, such as transfer students, students with disabilities, veterans, and international students.	The Office of Student Affairs will collaborate with the Health and Nutrition Sciences' Nutrition Clinic, the Health Center, Personal Counseling, the Diane Rogovin Davidow Speech-Language Hearing Center, the Office of International Student and Scholar Services, the community garden, the Brooklyn College Emergency Medical Squad, members of the Department of School Psychology, Counseling and	

	Leadership, and others to promote student health and wellness through a Healthy Campus Initiative.	
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GOAL 3: EDUCATE STUDENTS FOR FULFILLING WORK AND LEADERSHIP IN THEIR COMMUNITIES

<i>Objectives</i>	<i>Strategic Action Priorities</i>	<i>Key Performance Indicators and Targets</i>
3.1 Enhance career services for students and alumni.	The Career Center will increase the number and percentage of students who benefit from its services. The Office of Alumni Affairs, with the Support of the Career Center, will identify and implement best practices for career services for alumni and students.	3.2a Increase the employment rate of recent undergraduates from 74% to 78% and recent graduate students from 84.7 to 88% (2017-2018 Recent Graduate Survey, OIRDA). 3.2b Increase the percentage of students who participate in an internship from 40.20 to 44%. (2017-2018 Recent Graduate Survey, OIRDA).
3.2 Increase students' opportunities for engagement in the workplace and community.	The Career Center will enhance partnerships with organizations, Institutions, and companies that can provide career opportunities for students.	3.3a Develop career maps for all undergraduates and graduate academic programs.
3.3 Infuse career development into curricular and co-curricular offerings.	Academic departments and programs in consultation with the Career Center will develop career plan templates that include descriptions of prospective careers, recommended courses to prepare for those careers, and profiles of department alumni.	
3.4 Prepare students to become engaged, global citizens and decision makers in a complex, diverse, and sustainable society.	The Brooklyn College Foundation and the Office of International Education and Global Engagement will expand funding to support students to study, work, and intern abroad	

GOAL 4: DEVELOP A NIMBLE, RESPONSIVE, AND EFFICIENT STRUCTURE TO SERVE OUR STUDENTS AND CARRY OUT OUR MISSION

<i>Objectives</i>	<i>Priority Strategic Actions</i>	<i>Key Performance Indicators and Targets</i>
4.1 Develop a culture of	The Office of Human Resource	4.4a Increase unrestricted revenues by 5%

transparency, service, and trust.	Services will develop and offer new and on-going staff training in service and leadership and will offer more opportunities for professional development	from \$114,446,255 to \$120,193,018 (2018, SVPFA).
4.2 Streamline processes and make our bureaucracy more responsive and efficient.	Information and Technology Services will partner with administrative and academic departments to computerize routine tasks that work well with CUNY-wide systems.	4.4b Increase the total number of alumni donors by 30% from 5849 to 7644 (FY 2018, OIA).
4.3 Develop governance and management structures to advance the mission of the college.	The faculty, deans, provost and president will clarify the authority and responsibility of the deans. The College will revise the governance documents to incorporate responsibilities and authority of deans and make other governance adjustments, as indicated.	4.4c Increase external funding (donor, grant and foundation support) by 50% from \$8.9 million in FY 2018-2019 to \$13.35 million in FY 2023 (OIA).
4.4 Increase resources to support college priorities and realign resources to those priorities.	The offices of the President, Government and Community Relations, and Institutional Advancement will work with CUNY, New York State, New York City, and private donors to increase support for Brooklyn College.	4.5a Increase student satisfaction with campus facilities by 5% (2017 Facilities Satisfaction Survey, OIRDA).
4.5 Enhance campus facilities, technology, and infrastructure, with an emphasis on sustainable best practices.	The Office of Finance and Administration, with the Office of 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.	4.5b Increase staff professional development opportunities by 20% from 413 to 496 (2018, HR).

GOAL 5: LEVERAGE BROOKLYN COLLEGE'S REPUTATION FOR ACADEMIC EXCELLENCE AND UPWARD MOBILITY

<i>Objectives</i>	<i>Strategic Action Priorities</i>	<i>Key Performance Indicators and Targets</i>
5.1 Develop institutional pride and a shared sense of purpose.	Through the Office of Communications and Marketing, the College will celebrate student, faculty, staff and alumni achievements in Brooklyn College's monthly e-newsletter.	5.4a Increase student satisfaction with the College's website for new, continuing, and transfer students by 5% (2017 MSCHE Survey, OIRDA).
5.2 Promote Brooklyn College's leadership in accessibility, diversity, excellence, and social	The Offices of the President, Academic Affairs, Institutional Advancement, and Communications	5.4b Develop and complete a College branding campaign to showcase our mission and enhance our reputation for academic excellence and upward

<p>mobility.</p>	<p>and marketing will promote Brooklyn College in the national conversation about accessibility, diversity, excellence, and social mobility in higher education.</p>	<p>mobility.</p>
<p>5.3 Position and develop Brooklyn College as a vital resource to advance the public good in our borough.</p>	<p>Brooklyn College, working closely with the Center for the Study of Brooklyn, will strengthen partnerships, with organizations and projects that share our commitment to advancing the public good, such as the Brooklyn Museum, the Brooklyn Historical Society, the Brooklyn Botanic Garden, the New York City Department of Education, The New York City Department of Environmental Protection, the Mayor's Office, community boards, city parks, the National Park Service, the Rockefeller Foundation, and the Department of Sanitation's Compost Project, and increase students' opportunities to engage with them.</p>	
<p>5.4 Improve the mechanisms of communication to strengthen our reputation and identity.</p>	<p>The Office of Communications and Marketing, in collaboration with Information Technology Services (ITS), students, faculty, and staff, will redesign Brooklyn College's public and internal websites to enhance the College's brand by aligning design and content with institutional priorities, and improve functionality in serving key constituencies.</p>	