2018—2022 STRATEGIC PLAN

INSTITUTIONAL AND ACADEMIC PROGRAMS
BROOKLYN COLLEGE, CUNY

Institutional and Academic Programs Staff

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Design

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INTRODUCTION
LETTER FROM THE DEAN

Welcome to the 2018-2022 Strategic Plan for Brooklyn College's Office of Institutional and Academic Programs (IAP).

IAP, the "college within the college", is one of the most unique offices on campus, managing an extraordinarily diverse portfolio that impacts and interacts with every area of the College. In addition to offering its own noncredit academic programs, the unit provides a broad range of administrative, operational, and communication services to the campus community; manages the College's facility at 25 Broadway in lower Manhattan; and supports several standalone academic enterprises.

Planning and assessment are central to orderly and effective administrative operations. The IAP plan, however, endeavors to connect and define all of the unit's functions and requirements; rather than peripheral to the unit's work, it is a central, defining feature, linking **internally,** through staff performance evaluations; **upwards,** to the missions, goals, and objectives of the Senior Vice President for Finance and Administration; and **institutionally**, aligning with annual reporting requirements of the Institutional Assessment Committee and the Brooklyn College 2018-2022 Strategic Plan.

Accordingly, the IAP plan is integrated with almost every institutional assessment mechanism, thus supporting and advancing the College's assessment activities and culture. It is also a mechanism to provide IAP staff with meaningful direction, clearly defined roles and engagement with the goals of IAP and the College, as well as fostering a greater sense of purpose and motivation.

This document was conceived by a working group representing the four primary pillars of IAP: the Graduate Center of Worker Education, Noncredit Academic Programs, Campus Support Services, and IAP Communications. Finding connectivity across an office as complex as IAP initially seemed a daunting task, but the natural synergies and collaborations that emerged from the initial formation of the office helped clarify and define a sense of shared purpose. From these, points of commonality were identified and formed the basis of our Mission Statement. This draft statement as well as its inchoate goals and objectives were shared with the corresponding staff for their thoughts and input. In the development of this plan, central consideration was given to data collection and assessment activities that would help the College provide the necessary evidence to assess its own progress toward goals. Every aspect of this process was guided by the strategic plans of the Office of the Senior Vice-President for Finance and Administration and, most especially, of the College.

Excluded are the Adult Literacy and CUNY EDGE programs. Though part of the IAP portfolio, both units are beholden to outside funders, which, by necessity, establish their own priorities and goals. Nonetheless, points of connectivity are evident (emphases on communications, student support, service, etc.) which indicate a tangential alignment of missions. When these units enter their next planning cycle, a fuller integration with the IAP plan will be considered.

We feel strongly that IAP has the ability to make a positive, transformative impact on the College and the plan that follows is a roadmap to that end.

The Office of Institutional and Academic Programs provides the resources necessary for campus units and departments to advance the College's mission.
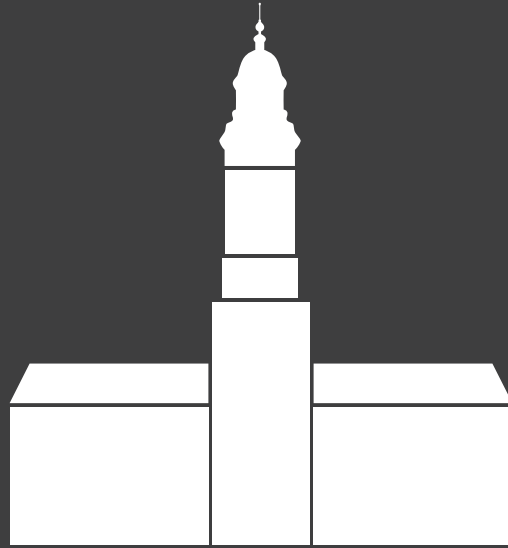
INSTITUTIONAL AND ACADEMIC PROGRAMS
MISSION STATEMENT

The Office of Institutional and Academic Programs is a multi-faceted operation that encompasses a range of programs, activities, resources, and services. The Office supports and connects current, nontraditional, prospective, and visiting student groups with the resources of a dynamic public college; functions as an internal asset to disseminate timely and relevant information to internal and external stakeholders; and provides the physical, informational, and intellectual resources necessary for campus units and departments to advance the College's mission.

GRADUATE CENTER FOR WORKER EDUCATION

Graduate Programs
Noncredit Programs
Community Outreach
Conferences & Events
Student Resources

ACADEMIC AND COMMUNITY PROGRAMS

American Language Academy
(IEP, PTEP, STIP programs)
Noncredit Programs
Adult Literacy
CUNY EDGE

CAMPUS SUPPORT SERVICES

Water
Copiers
Proftech
Printworks
Copy Center
Mailing Services

IAP COMMUNICATIONS

Trainings
Websites
Instructional Materials
SVPFA Clearing House
(Middle States, Annual
Assessments, Surveys)

GOAL 1: Ensure optimal use of and access to the college's facility at 25 Broadway (The Graduate Center for Worker Education) to the Brooklyn College community (students, faculty, staff, alumni, and community partners).
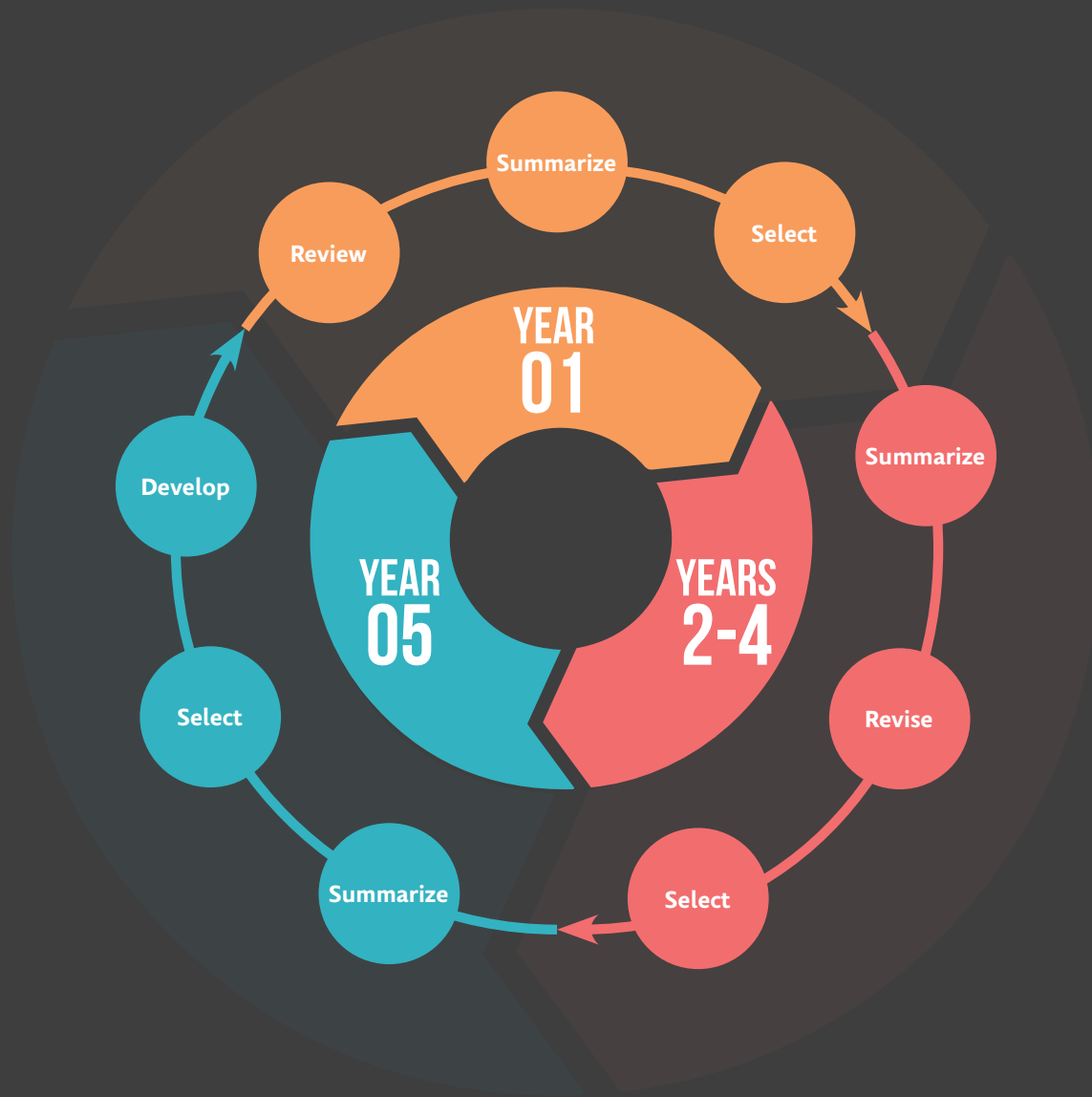
GOAL 2: Increase enrollment and diversify program offerings through the American Language Academy.

GOAL 3: Equip college personnel with the necessary knowledge and tools to efficiently execute day-to-day operational and administrative functions.

GOAL 4: Provide convenient, cost-effective, and streamlined services to the campus community.

STRATEGIC PLANNING
IMPLEMENTATION TIMELINE

The IAP Plan employs a process of continuous assessment and review, verifying the integrity of the previous years' objectives and making adjustments as necessary.

Review yearly goals for each unit and develop progress reports

Select 2–3 Key FY Close Benchmarks and/or Metrics for use in Institutional assessment planning

Summarize written summary of action items-to-metrics (June 1)

Revise coming year plan as necessary and indicated by previous year's performance

Develop new 5-year plan

25

The Graduate Center for Worker Education is an interdisciplinary educational facility dedicated to the promotion of teaching, research, and community partnerships.

GOALS AND BENCHMARKS

GOAL 1:

Ensure optimal use of and access to the college's facility at 25 Broadway (The Graduate Center for Worker Education) to the Brooklyn College community (students, faculty, staff, alumni, and community partners).

Objective I: Undertake analysis of space use, identifying usage patterns, including classrooms, lab, seminar rooms, as well as activity type (e.g. class, event, or meeting)

☑ **Institutional Assessment Council Objective 2018-2019**

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Document and report out on space usage at the facility
- ❑ Revise and update informational and promotional materials (web, print, social media)

Years 2-5
- ❑ Develop recruitment and outreach plan for departments and student clubs highlighting the Center's location and amenities
- ❑ Record accurate information for space use according to Year 1 template

KEY ACTION ITEMS: YEAR ONE

- Identify platform for recording and illustrating use patterns
- Upload information from space calendar for AY/FY 2018-2019

The Graduate Center for Worker Education is a resource for the Brooklyn College community.

GOAL 1:

Ensure optimal use of and access to the college's facility at 25 Broadway (The Graduate Center for Worker Education) to the Brooklyn College community (students, faculty, staff, alumni, and community partners).

Objective II: Develop and implement long term plan for residential graduate programs (existing, relocated, or new).

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ☐ Assess enrollment patterns and trajectory of graduate programs currently utilizing the center

Year 2
- ☐ Identify new programming opportunities for ESL programs through the ALA

Years 3-5
- ☐ Onboard new graduate program(s), aligning space, personnel, and resources to student and faculty needs
- ☐ Identify and manage long-term issues regarding continued CUNY rental of space

KEY ACTION ITEMS: YEARS 1–2

- With the Office of Institutional Research and Assessment, run analysis of all graduate programs at the college, connecting student residence proximity (via zip code) to the facility with long term trajectory and program viability
- In collaboration with the Office of Institutional Research, review longitudinal enrollment reports
- Clarify and verify extant programs' long-term commitment to facility and anticipated space needs
- Work with Director of Graduate Programs and the Provost's Office to identify current —or proposed—programs to be housed at the Center

The facilities include a 20-station computer lab that is open to Brooklyn College students during the day.

GOAL 2:

Increase enrollment and diversify program offerings through the American Language Academy.

Objective I: Redesign ALA website to include clear, concise information about current ALA IEP/PTEP course offerings.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Revised website completed by end of Winter 2018-2019 Term
- ❑ New online application and payment portals launched and in use by Spring 2019

Year 2
- ❑ Review and revise social media platform
- ❑ Document traffic and identify enrollment patterns between ALA website and ALA social media, analyzing data from previous year, FY2019

Years 3-5
- ❑ ALA website and social media platform revised based on analysis of Year 2 data

KEY ACTION ITEMS: YEAR 1

- Working with IAP Assistant Communications Director, revise content of ALA website
- Recruit bilingual specialists to translate content into commonly spoken foreign languages
- Develop online application and payment portals in collaboration with Communications, ISS, and Bursar

The Brooklyn College American Language Academy (ALA) provides high-quality, intensive English as a Second Language (ESL) instruction to both domestic and international students.

GOAL 2:
Increase enrollment and diversify program offerings through the American Language Academy.

Objective II: Deploy new student management systems (SMS) to manage student life-cycle of ALA Intensive English Program (IEP) and Part-Time English Programs (PTEP).

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
❑ Migrate 50% of program records (paper, digital) to Data Warehouse Interface System (DWI) by Spring 2019
❑ Ensure attendance information is accessible to all relevant stakeholders (ALA and International Student and Scholar Services staff, ALA faculty, and students) by Spring 2019

Year 2
❑ Complete record migration to DWI system.
❑ Develop biannual IFR funding requests based on DWI system student lifecycle data
❑ Develop targeted marketing plan to address student attrition based on DWI system student data

Years 3-5
❑ Verify effectiveness of SMS system. Consider other SMS options if necessary and/or other opportunity presents
❑ Compare accuracy of DWI system reports to internal budget projections and the College's financial reports

KEY ACTION ITEMS: YEARS 1–2

- Identify a student management system (SMS) that has been approved by CUNY's Office of General Counsel in the past for other CUNY schools, and/or an SMS that could be approved by the Office of Purchasing
- Until an SMS is available, utilize the DWI system to collect and store student information from online application process
- Establish digital process for maintenance and organization of student records made accessible to ALA, Student Payment Services, and ISS
- Collaborate with ISS for guidance on F1 student visa compliance, and track attendance for ALA IEP online so that students, teachers, and ISS all have access
- Enable teachers to input student grades and assessment online, entered into the DWI system
- Utilize the DWI system to generate IEP and PTEP revenue reports

GOAL 2: Increase enrollment and diversify program offerings through the American Language Academy.

Objective III: Through increased marketing and recruitment initiatives, increase enrollment in IEP, PTEP, short-term intensive, and community outreach programs.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Develop and implement local marketing strategy for increasing awareness of ALA PTEP program
- ❑ Expand ALA Facebook and Instagram subscriber base (like/follow) to 50% of current student population
- ❑ Increase number of students who pay before the Payment Deadline to 25% by Spring 2019

Year 2
- ❑ Enroll 75 IEP students across both campuses by Fall 2019, (main campus and 25 Broadway)
- ❑ Enroll 30 PTEP students across both campuses by Spring 2020, (main campus and 25 Broadway)

Years 3-5
- ❑ Establish at least one "anchor" revenue generating short-term intensive program for Fall, Winter, and Spring semesters
- ❑ Implement at least one grant-funded Community Outreach program that offers ESL to a population with barriers to access language training

KEY ACTION ITEMS: YEARS 1–3

- Using bilingual volunteers and talents of IAP Assistant Communications Director, redesign suite of fliers for IEP and PTEP in multiple languages
- Circulate new fliers by Fall 2018: online, post around campus, neighboring schools, and businesses
- Utilize social media platforms (Facebook, Instagram) to reach larger audience of current and prospective students
- Incentivize students to continue with the IEP by offering them payment plan option if they enroll before payment deadline for following semester. Charge late fee of $25 to continuing students who pay after the deadline
- Partner with EduSynch (TOEFL preparation platform) and/or 4stay (Online housing resource for students) to bring more IEP students and short-term intensive programs.
- Partner with Brooklyn College's Puppetry in Practice and Early Childhood Center to write grant proposals for intergenerational ESL classes: childcare provider takes ESL while young children enjoy puppet making and theater
- Train key staff in proposal writing and funder identification

GOAL 2: Increase enrollment and diversify program offerings through the American Language Academy.

Objective IV: Bring additional classroom into rotation for ALA use. Improve existing classroom facilities.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Bring new sequestered classroom into use by Spring 2019 ALA Term

Year 2
- ❑ Identify three new possible classroom spaces
- ❑ Fully equip all classrooms with permanent SMART classroom technology

Years 3-5
- ❑ Assess viability of new classrooms and upgrade technology as needed/feasible

KEY ACTION ITEMS: YEARS 1–2

- Working with Facilities, prepare space for classroom use
- Find/salvage/purchase classroom furniture as necessary
- Secure technology for SMART classroom capability

The American Language Academy offers a number of programs that combine English language instruction with focused study in a range of subjects.

GOAL 3:
Equip college personnel with the necessary knowledge and tools to efficiently execute day-to-day operational and administrative functions.

Objective I: Develop and implement training course series and identify new course opportunities.

✔ Institutional Assessment Council Objective 2018-2019

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Develop and implement core roster of 5–6 training courses
- ❑ Assess and analyze user feedback regarding utility and relevance of trainings
- ❑ Create summary report of workshop trainings, with explicit recommendations as to revisions and/or enhancements
- ❑ Develop assessment strategy to assess the efficacy of training courses based upon direct measurement of user performance

Year 2
- ❑ Improve and revise courses based on Year 1 participant feedback while continuing to identify new course opportunities

Years 3-5
- ❑ Based on previous years' participant feedback, introduce new training courses and revise and improve existing courses

KEY ACTION ITEMS: YEAR 1

- Develop process for systematic review and revision of all IAP Communications materials
- Integrate online course registration and management with HR platform

KEY ACTION ITEMS: ONGOING

- Meet with relevant stakeholders regarding training, website, and communications content, ensuring all information and materials are correct and up-to-date
- Verify communications calendar is in accordance with all College, CUNY, and State rules and guidelines
- Analyze training course feedback and document meaningful and relevant suggestions for course improvements and or/additional training opportunities

GOAL 3:

Equip college personnel with the necessary knowledge and tools to efficiently execute day-to-day operational and administrative functions.

Objective II: Reimagine and revise informational content for SVPFA, Facilities, Budget and Planning, and IAP websites.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Develop and implement sitemaps and content for revised SVPFA, Facilities, Budget and Planning, and IAP websites
- ❑ Devise and implement strategy for the collection and maintenance of web content, ensuring that all material is correct and up-to-date

Year 2
- ❑ Ensure continuous update and revision of SVPFA, Facilities, Budget and Planning, and IAP websites
- ❑ Complete communications calendar

Years 3-5
- ❑ Ensure continuous update and revision of SVPFA, Facilities, Budget and Planning, and IAP websites
- ❑ Develop and implement plan for continuous review, improvement, and revision of communications calendar

KEY ACTION ITEMS: YEAR 1

- Develop process for systematic review and revision of all IAP Communications materials

KEY ACTION ITEMS: ONGOING

- Meet with relevant stakeholders regarding training, website, and communications content, ensuring all information and materials are correct and up-to-date
- Verify communications calendar is in accordance with all College, CUNY, and State rules and guidelines

Equip college personnel with the necessary knowledge and tools to efficiently execute day-to-day operational and administrative functions.

Objective III: Create at-a-glance guides for user-facing SVPFA units.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Develop template for at-a-glance guides
- ❑ Complete first at-a-glance guide (Facilities)
- ❑ Establish guidelines and timelines for subsequent at-a-glance guides

Year 2
- ❑ Complete second unit at-a-glance guide
- ❑ Review and update previously published at-a-glance guide as needed

Years 3-5
- ❑ Complete third, fourth, and fifth unit at-a-glance guides
- ❑ Review and update previously published at-a-glance guides as needed

KEY ACTION ITEMS: YEARS 1–2

- Research template for department informational at-a-glance guides
- Establish BC Guidelines for Departmental Information

IAP provides a broad range of administrative, operational, and communication services to the campus community.

Objective I: Identify inefficiencies and opportunities for cost savings.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Reorganize and restructure campus support services
- ❑ Revise staff organization chart and update job descriptions
- ❑ Develop accurate list of copiers that corresponds with Konica and service contract lists

Year 2
- ❑ Integrate expense and revenue data into automated CSS reports
- ❑ Develop and implement revised workflow management system
- ❑ Develop and implement system for rotating copiers (high volume/low counts)
- ❑ Reduce copier overage costs by $10,000 (against FY2018 $25,000 expense)
- ❑ Develop accurate supply manifest and paper/supply budget for FY'21

Years 3-5
- ❑ Verify accuracy of previous FY budget spend
- ❑ Continue to identify opportunities for cost-savings

KEY ACTION ITEMS: YEARS 1-2

- Retrain staff in register and cash-handling procedures
- Audit copier fleet, removing end-of-life copiers from contract
- Undertake process review and develop workflow management system
- Redesign and simplify work request forms
- Undertake inventory of paper and printing supplies and analyze purchasing and use history, and develop a plan for resource management

GOAL 4:

Provide convenient, cost-effective, and streamlined services to the campus community.

Objective II: Revise Campus Support Services Structures and Operations to better support and address the needs of the campus community.

KEY FY CLOSE BENCHMARKS AND/OR METRICS

Year 1
- ❑ Complete integration of Printworks and Copy Center

Year 2
- ❑ Rebrand Printworks/Copy Center Operations
- ❑ Develop preliminary plan for the provision of Campus Support Services
- ❑ Implement revised water payment process

Years 3-5
- ❑ Finalize and begin implementation of CSS Plan
- ❑ Continue implementation of CSS Plan

KEY ACTION ITEMS: ONGOING

- Identify machines for consolidation, sun-setting, and/or re-purposing
- Undertake cost-benefit analysis of new equipment purchases

ALIGNMENT

ALIGNMENT WITH THE MISSIONS OF THE COLLEGE AND THE SVPFA

◆ INSTITUTIONAL AND ACADEMIC PROGRAMS

- The Office of Institutional and Academic Programs is a multi-faceted operation that encompasses a range of programs, activities, resources, and services. The Office supports and connects current, nontraditional, prospective, and visiting student groups with the resources of a dynamic public college; functions as an internal asset to disseminate timely and relevant information to internal and external stakeholders; and provides the physical, informational, and intellectual resources necessary for campus units and departments to advance the College's mission.

● SVPFA

The mission of the Office of the Senior Vice President for Finance and Administration is to connect the academic and programmatic activities and aspirations of the College with the financial, physical, technological, and human resources necessary to achieve success. The office provides accurate, relevant, and timely guidance, information, and services to the Brooklyn College community and external stakeholders. Through responsible management and a focus on customer service, the Office of the Senior Vice President for Finance and Administration:

- Safeguards the integrity and assets of the institution through the timely implementation and adherence to all applicable institutional, university, state, and federal rules and regulations.
- Provides meaningful and comprehensible quantitative and qualitative information that supports the achievement of institutional goals.
- Delivers high-quality, responsive customer service to the campus community and relevant institutional stakeholders.
- Employs a process of self-monitoring and internal assessment to ensure continuous improvement and progress towards the goals specified in department and unit level mission statements and strategic plans.

■ BROOKLYN COLLEGE

Brooklyn College provides a transformative, distinctive, and affordable education to students from all backgrounds. We are proud of our history of intellectual freedom and academic excellence, as well as our location in a borough known for innovation, culture, and the arts. We have a special commitment to educate immigrants and first-generation college students from the diverse communities that make up our city and state. Our striving spirit reflects our motto: "Nothing without great effort." Through outstanding research and academic programs in the arts, business, education, humanities, and sciences, we graduate well-rounded individuals who think critically and creatively to solve problems. They become leaders who transform their fields and professions and serve our increasingly global community.

- Diversity and inclusion
- Transparency in information, processes, and decision-making
- Teamwork and collaboration
- Respect for others and engagement across differences
- Sustainability

SUPPORTING STUDENTS AND LEARNING

- ◆ ... supports and connects current, nontraditional, prospective, and visiting student groups ...
- ● Provides meaningful and comprehensible quantitative and qualitative information that supports the achievement of institutional goals.
- ■ ... students from all backgrounds ... special commitment to educate immigrants and first-generation college students from the diverse communities ... serve our increasingly global community

INFORMATION AND DECISION MAKING

- ◆ ... functions as an internal asset to disseminate timely and relevant information to internal and external stakeholders ...
- ● ... guidance, information, and services to the Brooklyn College community and external stakeholders ...
- ■ ... Transparency in information, processes, and decision-making

RESOURCES FOR SUCCESS

- ◆ ... functions as an internal asset to disseminate timely and relevant information to internal and external stakeholders ...
- ● ... information, and services to the Brooklyn College community and external stakeholders ...
- ■ ... Transparency in information, processes, and decision-making

GOAL ALIGNMENT AND MAPPING

◆ INSTITUTIONAL AND ACADEMIC PROGRAMS	● SVPFA	■ BROOKLYN COLLEGE
Objective I: *Undertake analysis of space use, identifying usage patterns, including classrooms, lab, seminar rooms, as well as activity type (e.g. Class, event, or meeting).* **[IAC Objective 2018-2019]**	N/A	**Strategic Plan Goal 2; A, b:** *The Office of Budget and Planning and the Office of Institutional Research and Data Analysis, in conjunction with academic departments, will conduct a comprehensive assessment of the demand for classes at various times to optimize offerings and scheduling for students.* **Strategic Plan Goal 4; D, 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.* **Strategic Plan Goal 4; E, a:** *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.* **Strategic Plan Goal 4; E, 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.*
Objective II: *Develop and implement long term plan for residential graduate programs (existing, relocated, or new).*	N/A	**Strategic Plan Goal 1; A, a:** *The provost, deans, chairs and departments, and Faculty Council will critically examine our undergraduate and graduate academic offerings, through regular program reviews, external evaluations, and annual assessment plans and reports. The analysis will ensure that our curricula, majors, and programs reflect emerging knowledge and skills and deliver academic excellence and value to students.* **Strategic Plan Goal 2; A:** *Increase our rates of student retention and degree completion.* **Strategic Plan Goal 2; A, b:** *The Office of Budget and Planning and the Office of Institutional Research and Data Analysis, in conjunction with academic departments, will conduct a comprehensive assessment of the demand for classes at various times to optimize offerings and scheduling for students.* **Strategic Plan Goal 4; D, 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.*

Objective I: *Redesign ALA website to include clear, concise, multilingual information about current ALA IEP/PTEP course offerings.*	**Goal 3a:** *Revamp American Language Academy Continuing Education Program to increase enrollment and revenue by collaborating with ITS and Student Financial Services to create a new dynamic website that can accept credit card payments.*	**Strategic Plan Goal 4; D, 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.*
Objective II: *Deploy new student management systems (SMS) to manage student life-cycle of ALA Intensive English Program (IEP) and Part-Time English Programs (PTEP).*	**N/A**	**N/A**
Objective III: *Through increased marketing and recruitment initiatives, increase enroll-ment in IEP, PTEP, short-term intensive, and community outreach programs.*	**SVPFA Goal 3b:** *Revamp American Language Academy Continuing Education Program to increase enrollment and revenue by exploring other entrepreneurial efforts with SVPFA and Student Financial Services/Auxiliary Enterpris-es Corporation.*	**Strategic Plan Goal 4; D, 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.*
Objective IV: *Bring additional classroom into rotation for ALA use. Improve existing class-room facilities.*	**SVPFA Goal 3a:** *Revamp American Language Academy Continuing Education Program to increase enrollment and revenue by collabo-rating with ITS and Student Financial Services to create a new dynamic website that can accept credit card payments.*	**Strategic Plan Goal 4; D, 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.*

GOAL ALIGNMENT AND MAPPING

◆ **INSTITUTIONAL AND ACADEMIC PROGRAMS** ● **SVPFA** ■ **BROOKLYN COLLEGE**

INSTITUTIONAL AND ACADEMIC PROGRAMS	**SVPFA**	**BROOKLYN COLLEGE**
Objective I: *Develop and implement training course series and identify new course opportunities.* **[IAC Objective 2018-2019]**	**SVPFA Goal 2a:** *Review and contribute to the reimagining of more effective communication strategies within the Finance and Administration division;* **SVPFA Goal 2c:** *produce more cohesive, easy-to-understand training materials and procedures.*	**Strategic Plan Goal 4; A, a:** *The Office of Communications and Marketing will work with administrative and academic offices throughout the College to clarify and communicate the offices' responsibilities so that students, staff, and faculty can easily connect their needs with the proper offices.* **Strategic Plan Goal 4; A, b:** *The Office of Human Resource Services will develop and offer new and on-going staff training in service and leadership and will offer more opportunities for professional development.* **Strategic Plan Goal 4; B, a:** *The Office of Finance and Administration will develop an action plan to offer a more responsive and efficient procurement process.*
Objective II: *Reimagine and revise informational content for SVPFA, Facilities, Budget and Planning, and IAP websites.*	**SVPFA Goal 2a:** *Review and contribute to the reimagining of more effective communication strategies within the Finance and Administration division;* **SVPFA Goal 2c:** *produce more cohesive, easy-to-understand training materials and procedures.*	**Strategic Plan Goal 4; A, a:** *The Office of Communications and Marketing will work with administrative and academic offices throughout the College to clarify and communicate the offices' responsibilities so that students, staff, and faculty can easily connect their needs with the proper offices.* **Strategic Plan Goal 4; A, b:** *The Office of Human Resource Services will develop and offer new and on-going staff training in service and leadership and will offer more opportunities for professional development.* **Strategic Plan Goal 4; B, a:** *The Office of Finance and Administration will develop an action plan to offer a more responsive and efficient procurement process.*
Objective III: *Create at-a-glance guides for user-facing SVPFA units.*	**SVPFA Goal 2a:** *Review and contribute to the reimagining of more effective communication strategies within the Finance and Administration division;*	**Strategic Plan Goal 4; B, a:** *The Office of Finance and Administration will develop an action plan to offer a more responsive and efficient procurement process.* **Strategic Plan Goal 5; D, a:** *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 to improve functionality in serving key constituencies.*

◆ **INSTITUTIONAL AND ACADEMIC PROGRAMS**   ● **SVPFA**   ■ **BROOKLYN COLLEGE**

Objective I: *Identify inefficiencies and opportunities for cost savings.*

Strategic Plan Goal 4, D, 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.*

Strategic Plan Goal 4, D, d: *The administration will realign resources based on our strategic planning priorities and the College's mission.*

Objective II: *Revise Campus Support Services Structures and Operations to better support and address the needs of the campus community.*

SVPFA Goal 1: *Complete the consolidation and reorganization of Campus Support Services.*

Strategic Plan Goal 4, D, d: *The administration will realign resources based on our strategic planning priorities and the College's mission.*

The Graduate Center for Worker Education (GCWE) facilities include two 30-seat electronic classrooms and two technologically enhanced seminar rooms (seating 16 and 8).

APPENDICES

APPENDIX A: SVPFA STRATEGIC PLAN EXCERPT

Institutional and Academic Programs

1. Complete the consolidation and reorganization of Campus Support Services.
    Strategic Plan Goal 4; D, d

2. 2a. Review and contribute to the reimagining of more effective communication strategies within the Finance and Administration division;

    2b. implement operational training program for Budget and Planning and Human Resource Services end users; work with the SVPFA on a consolidated and improved website;

    2c. produce more cohesive, easy-to-understand training materials and procedures.
    Strategic Plan Goal 4; B, a

3. 3a. Revamp American Language Academy Continuing Education Program to increase enrollment and revenue by collaborating with ITS and Student Financial Services to create a new dynamic website that can accept credit card payments,

    3b. and by exploring other entrepreneurial efforts with SVPFA and Student Financial Services/ Auxiliary Enterprises Corporation.
    Strategic Plan Goal 4; D, b

4. Work with SVPFA Cabinet members on their unit assessment plans, with the goal of getting all units on successful cycle plans by Fall 2019.

5. Finalize all updates to Standard VI for the Middle States Self Study.

APPENDIX B: BROOKLYN COLLEGE STRATEGIC PLAN EXCERPT

GOAL 1: ENHANCE OUR ACADEMIC EXCELLENCE

A. Improve undergraduate, masters, and doctoral programs that distinguish our strengths in the liberal arts, sciences, business, creative arts, and education to support students for success locally and globally.

a. The provost, deans, chairs and departments, and Faculty Council will critically examine our undergraduate and graduate academic offerings, through regular program reviews, external evaluations, and annual assessment plans and reports. The analysis will ensure that our curricula, majors, and programs reflect emerging knowledge and skills and deliver academic excellence and value to students.

GOAL 2: INCREASE UNDERGRADUATE, MASTER'S, AND DOCTORAL STUDENTS' SUCCESS

A. Increase our rates of student retention and degree completion.

b. The Office of Budget and Planning and the Office of Institutional Research and Data Analysis, in conjunction with academic departments, will conduct a comprehensive assessment of the demand for classes at various times to optimize offerings and scheduling for students.

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

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 the offices' responsibilities so that students, staff, and faculty can easily connect their needs with the proper offices.

b. The Office of Human Resource Services will develop and offer new and on-going staff training in service and leadership and will offer more opportunities for professional development.

B. Streamline processes and make our bureaucracy more responsive and efficient.

a. The Office of Finance and Administration will develop an action plan to offer a more responsive and efficient procurement process.

b. Information Technology Services (ITS) will partner with administrative and academic departments to computerize routine tasks that work well with CUNY-wide systems.

c. Administrative and academic department ("units") will document departmental policies and processes ("standard operating procedures") to retain organizational knowledge and enhance best practices.

C. Develop governance and management structures to advance the mission.

a. Academic leaders, including deans and chairs, will make scheduling decisions based on qualitative and quantitative data, planning, budget allocations, and the College's mission.

b. The provost and chairs will develop and implement an aggressive process for allocating, searching for, and hiring excellent faculty.

c. The faculty, deans, provost, and president will clarify the authority and responsibility of the deans. The College will revise the governance documents to incorporate the responsibilities and authority of deans and make other governance adjustments, as needed.

d. The College will implement the recommendations of the President's Task Force on Interdisciplinary Programs once that report is finalized.

D. Increase resources to support College priorities and realign resources to those priorities.

a. The Vice President for Institutional Advancement and the Brooklyn College Foundation will develop and implement a plan to increase support from current and new donors to fund institutional 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, 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.

d. The administration will realign resources based on our strategic planning priorities and the College's mission.

E. Enhance campus facilities, technology, and infrastructure, with an emphasis on sustainable best practices.

a. 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.

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 Office of Facilities, Planning and Operations will incorporate best practices in sustainability in facilities operations and in planning future facilities.

d. The Office of Finance and Administration and the Office of Facilities, Planning and Operations will assess the current work-order system, evaluate the methods used at other CUNY units, and create a timely and responsive system for work orders.

e. Information Technology Services (ITS) and Academic Information Technologies (AIT) will regularly convene feedback sessions with end users to consult on the development and improvement of IT/AIT services on campus.

f. The Office of Finance and Administration and the Office of the President will assess the distribution of overhead monies from science grants and prioritize the use of the funds for science labs.

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

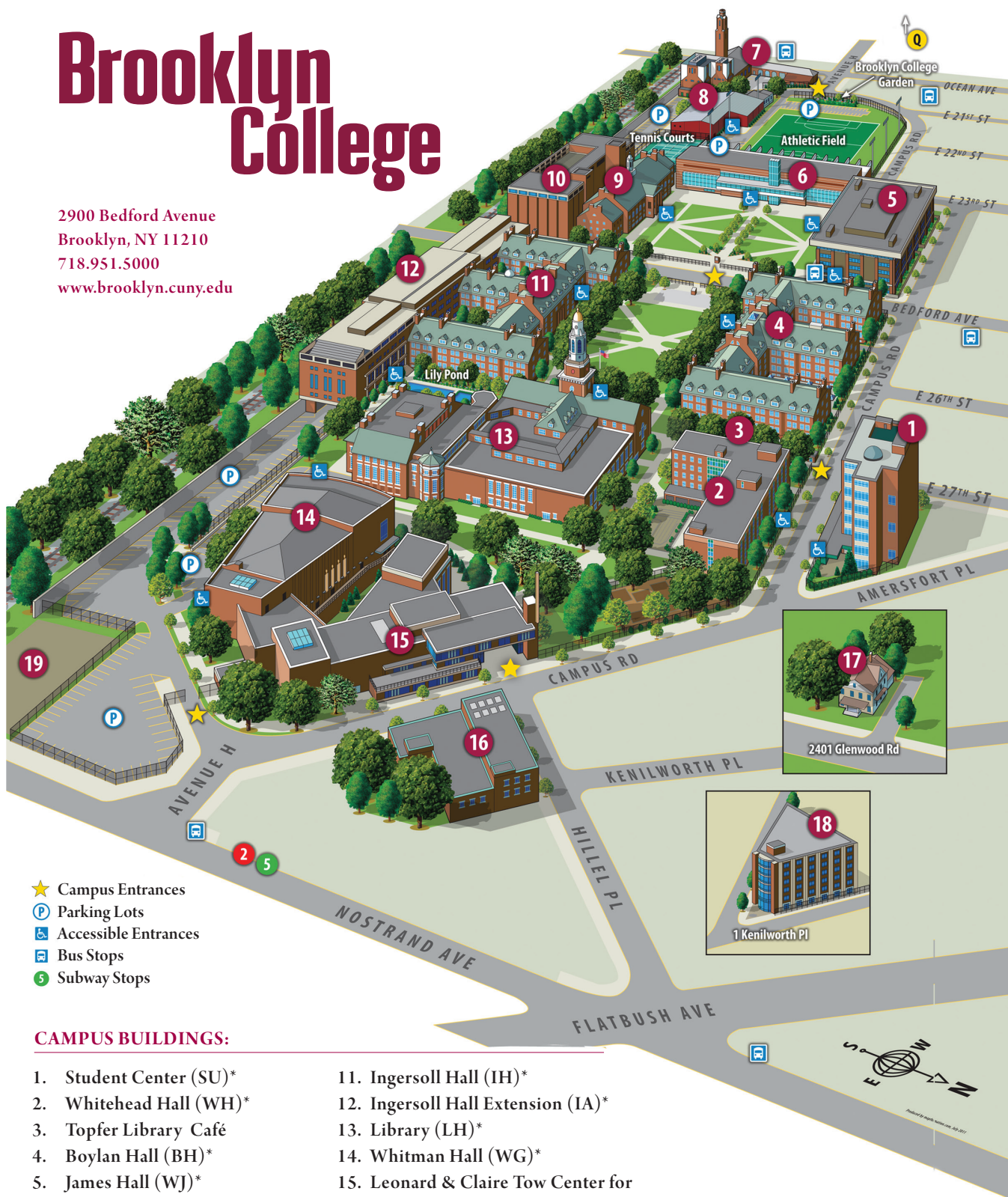## D. Improve the mechanisms of communication to strengthen our reputation and identity.

a. 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 to improve functionality in serving key constituencies.

NOTES

Brooklyn College

2900 Bedford Avenue
Brooklyn, NY 11210
718.951.5000
www.brooklyn.cuny.edu

Brooklyn College Garden

Tennis Courts

Athletic Field

Lily Pond

2401 Glenwood Rd

1 Kenilworth Pl

⭐ Campus Entrances
Ⓟ Parking Lots
♿ Accessible Entrances
🚍 Bus Stops
⑤ Subway Stops

CAMPUS BUILDINGS:

1. Student Center (SU)*
2. Whitehead Hall (WH)*
3. Topfer Library Café
4. Boylan Hall (BH)*
5. James Hall (WJ)*
6. West Quad Center (WQ)*
7. Heating and Chiller Plants
8. West End Building (WE)*
9. Roosevelt Hall (RH)*
10. Roosevelt Hall Extension (RA)*

11. Ingersoll Hall (IH)*
12. Ingersoll Hall Extension (IA)*
13. Library (LH)*
14. Whitman Hall (WG)*
15. Leonard & Claire Tow Center for the Performing Arts
16. Tanger Hillel House
17. Newman Catholic Center (NC)*
18. Residence Hall
19. Future Site of Koppelman Hall

* Brooklyn College Building Codes

CUNY THE CITY UNIVERSITY OF NEW YORK