CHAPTER ELEVEN: INSTITUTIONAL ORGANIZATION AND OPERATIONS

Since the last Middle States evaluation of Brooklyn College in 1987, significant changes have taken place in the college's organization and operations. A new President and Vice Presidents have been appointed, much of the college's administrative organization chart has been restructured, major construction efforts have been planned and started, and a new, service orientation has been put into place throughout the administrative structure.

I. Leadership and Governance

In 1992, Vernon Lattin was appointed President of Brooklyn College. Previously, under the Presidency of Robert L. Hess, Christoph Kimmich had become Provost and Vice President of Academic Affairs, in 1988. Vice President of Finance and Administration Rose Erwin resigned in 1993, and was replaced by Patricia Hassett.

Most recently, Provost Kimmich was appointed Interim Chancellor of the City University of New York in December 1997 during a period when the entire structure and nature of CUNY is being rethought and perhaps redeveloped. He in turn (with the approval of the Board of Trustees) appointed Vice President Patricia Hassett as Interim Deputy Chancellor to help oversee University operations. Both Vice Presidents Kimmich and Hassett have taken leaves of absence from Brooklyn College during their interim service at the University.

The fact that both Vice Presidents of the college were selected by the university in a time of rethinking and renewal is a testimony to the quality leadership the college has enjoyed during their tenure at Brooklyn.

During Provost Kimmich's absence, Professor Laura Kitch, Chairperson of the Department of Sociology and Chairperson of the Liaison Committee between Department Chairs and the Administration, is serving as Acting Provost. The appointment as Acting Provost of a Department chair elected by her fellows to a leadership position serves witness to the improved relations between faculty and their chairs and the administration. Acting as Vice President for Finance and Administration during Vice President Hassett's absence is Mr. Steve Little, Assistant Vice President for Planning, Budget, and Information Technology Services. Professor George Shapiro, Chairperson of the Mathematics Department, is chairing the Liaison Committee.

Shortly after President Lattin came to Brooklyn College, the Vice President for Institutional Advancement resigned and the position was eliminated. However, this position was re instituted in July 1998 with a restructured portfolio, including Development, Alumni Affairs, and College Relations. Vice President Barbara Taylor was appointed in September 1998.

Vice President for Student Life and College Relations Hilary Gold announced his retirement in June 1998. The Division of Student Life and College Relations was subsequently restructured, and Dr. Milga Morales was appointed Acting Dean for Student Life. Counselors who were in this division have been consolidated with academic counselors in the Office of the Dean of Undergraduate Studies.
At the start of the current academic year Dr. Deborah Shanley was appointed Dean of the School of Education and Dr. Richard Pizer was appointed Dean of Graduate Studies and Research. In 1997 Dr. Ellen Belton, formerly the Acting Dean, was appointed Dean of Undergraduate Studies. Dr. Eric Steinberg is the Assistant Provost.

The governance structure of Brooklyn College emphasizes shared governance among administration, faculty, and students. For a long while, some in the administration considered the structure unwieldy, retarding forward progress and academic and institutional change. Several proposals were brought forward for changes in governance, by both the administration and the faculty. Early in President Lattin's tenure, a consultant was engaged to examine the governance structure and to suggest changes.

Both the administration and the faculty came to realize that wrangling over governmental process was itself detracting from substantive discussion and progress in realizing the college's mission and purpose. The college constituencies laid the issue of governance aside and determined to work together within the existing governmental organization and processes to move the college forward.

President Lattin instituted a more cooperative administration/faculty ambiance and a more service-oriented approach to the operations of the college. Despite some very rough budgetary times, which called for significant and real sacrifices by all college constituencies, administration, faculty, staff, and students worked cooperatively to insure that the college's mission could proceed.

With the advent of the Lattin Presidency, the administration has become significantly more decentralized, as opposed to the centralized style of the Hess presidency. Responsibility has devolved to lower echelons of the organizational structure, from the President to the Vice Presidents, from the Vice Presidents to the Deans and Assistant Vice Presidents, and from the Deans to the Department Chairs. Each level establishes goals and resource parameters for the levels below, but avoids micromanaging and decision-making for decisions, choices, and priorities that are best made and set at ground level.

The general feeling within the Administration is that it has come a long way from centralized and divided administration to decentralized and collaborative administration.

II. The President's Office

The President oversees, in addition to the Vice Presidents, the work of two offices headed by Directors: the Office of Development, the Director of which also serves as President of the Brooklyn College Foundation; and the Office of Affirmative Action, Compliance, and Diversity.

The direct oversight of the Office of Affirmative Action, Compliance, and Diversity reflects the emphasis that the college is placing on diversification efforts to bring the college faculty and staff to be a true reflection of our student body and the larger community of the Borough of Brooklyn and New York City.
The President's direct oversight of the Office of Development reflects the importance Brooklyn College places on development efforts that allow it to move beyond the restrictions placed on it by the City University and State budgetary and operational matrix. Development efforts have been successful and have progressed to the stage where the portfolio of the new Vice President for Institutional Advancement was created to take the college to the next level of development. In addition to development, including alumni affairs, the Vice President for Institutional Advancement oversees The Brooklyn College Foundation (see below) and the Office of College Relations.

The Office of College Relations deals with public relations, government relations, community relations, college publications, and community arts programming under the Brooklyn Center for the Performing Arts at Brooklyn College (BCBC) and the College Community Services, Inc. (CSI).

The Office of Public Relations at Brooklyn College provides two basic functions. First, it is responsible for writing and preparing material for publication in order to provide various constituencies with information about the college. This material includes, but is not limited to, *Brooklyn College Magazine*, the student newsletter, recruitment material, letters from the president and other senior members of the Brooklyn College administration, and progress reports. In consultation with various members of the college community, the Office helps determine which audiences will receive individual communications. These include prospective students, current students, alumni, members of the faculty, members of the administration, political leaders, corporation and foundation executives, and others.

The second major function of the office is to provide public relations services to the college. This includes the writing and distribution of press releases and letters to the media to promote college programs, research activities, and events. In the last three years, over 50 articles about Brooklyn College activities have appeared in local or national media as a result of the Office’s efforts.

In the area of government and community relations, the Office has developed and implemented a comprehensive campaign to work with city, state, and federal legislators, including periodic trips to Albany, organizing meetings and receptions for elected officials, and acting as liaison among elected officials, community leaders, and the college.

The College Community Services, Inc. (CSI) manages the Brooklyn Center for the Performing Arts at Brooklyn College. This unit is responsible for managing community and guest artist presentations at Brooklyn College theaters and auditoriums. This operation had been operating at deficits for many years, but has been turned around and has operated with a balanced budget for the past three years. This has resulted in a reinstatement of BCBC as a grantee of the New York State Council on the Arts. The Center has attracted over $100,000 in external funding during the past year.

The Center mounts programs for the general community through its Guest Artists series, for school children through the School Time performing arts program, for families through the Family Time series, and to the varied ethnic groups of Brooklyn. Series have been directed to the Caribbean, African-American and Jewish communities, and individual events to the Russian, Polish, and Mexican communities of Brooklyn.
III. The Office of Academic Affairs — Provost

The Provost's portfolio has been increased significantly over the past decade. The Provost now oversees:

- The 31 academic departments, including the Library, the School of Education, and the Conservatory of Music;

- The Assistant Provost, who functions as a Dean of Faculty and also oversees the Wolfe Institute for the Humanities and the SEEK Director;

- The Dean of Undergraduate Studies, who oversees freshman programs, academic counseling, honors programs, adult education and the evening/weekend program, the Learning Center, interdisciplinary programs, the Women's Center, and the Center for Multicultural Studies;

- The Dean of Graduate Studies and Research, who oversees graduate programs, research centers and institutes, the grants office (recently renamed the Office of Research and Program Development), and the Alliance for Minority Participation, which serves as a pipeline for undergraduate students going into graduate studies;

- The Assistant Vice President for Enrollment Services, who oversees the Offices of Admissions, Financial Aid, Student Testing, and the Registrar;

- The Director of the Performing Arts Complex and the Television Center;

- The Brooklyn College Academy, an alternative high school on the Brooklyn College campus, and a middle school off-campus.

A. Department Chairs

The academic department chairs report to the Provost but deal with many members of her division and with many members of the Administration. On issues of policy and full-time faculty positions, they interact directly with the Provost as well as with the Personnel Office and Affirmative Action Office. On issues of faculty, including promotion, tenure, workload, and leaves, they interact with the Assistant Provost and with Personnel. On matters of curriculum and degree requirements they interact with Faculty Council (and its subsidiary committees), the Registrar's Office, the Academic Advisement Center, and the Dean of Graduate Studies and Research. On issues of academic budgets, they interact with the Dean of Undergraduate Studies. On issues of course scheduling, they interact with the Dean of Undergraduate Studies and with the Registrar. On issues of research and graduate studies, they interact with the Dean of Graduate Studies and Research. On issues of physical resources, they interact with the offices of Facilities, Academic Computing (under the Library), Information Technology Services, and directly with the Vice President for Finance and Administration. They play an important role in governance as ex-officio members of Faculty Council, the Council on Administrative Policy, and the College Personnel and Budget Committee.
For new chairs, this division of function is often confusing, but the Provost, Assistant Provost, and Deans usually direct the chairs to the appropriate office or governance body for particular matters.

Department chairs are elected by their faculties, with the approval of the President. They serve a dual role as both members of the faculty and members of the Administration. They receive no specific remuneration for their service as chairs, except for partial released time from teaching.

With the abolition of the School Deans (Science, Humanities, Social Science, etc.) in the early 1980s, oversight of the department chairs necessarily weakened. This led to slightly more uncertainty in managing departments and faculty, a problem remarked upon in the previous Middle States evaluation. In recent years the dialogue between administration and faculty has strengthened and improved in line with the overall decentralization of administrative procedures.

**B. The Library and the School of Education**

The Library and the School of Education are academic departments but also function as hybrid entities.

1. **The Library** had reported to the Provost, then to the Assistant Provost, and most recently again reports directly to the Provost. The Chief Librarian is appointed by the President and also serves as Executive Director for Academic Information Technologies. The latter grew out of the Academic Computing Center, which was shifted several years ago from the Office of Information Technology Services.

   Academic Computing was reassigned to the Library in order to be closer to faculty and the academic enterprise. For a time, this unit in the Library, now called Academic Information Technologies (AIT), was responsible for allocating faculty machines and computing resources, but this function has now been moved to a Technology Committee in the Provost's Office. AIT serves to educate faculty in computing usage and to promote computer-mediated learning initiatives such as WebCore.

   The Library being sorely in need of additional space, State funding has been gained for a major extension and renovation of the current building, work to begin in 1999. Temporary space for housing the Library is being prepared.

   In the past decade, the Library lost 40% of its staff. During the same period, the consumption of services increased significantly: circulation by 66% and building use by 40%. The Library was forced to decrease hours by 10%. Currently the Library is serving more readers with fewer staff over the course of a more compact service week. However, with the introduction of new service models intended to make better use of the time of both professional and supporting staff, the Library has been able to change service patterns and maintain quality.

- It has implemented a steady stream of new technologies: first CUNY+, the CD-ROM products mounted on the Local Area Network (LAN), then the Internet.
• The department justified a new building, demonstrating to the State that it would save substantial sums of money by better preserving the collections. (The Library is one of the dozen largest in the New York State.)

• The Library has mounted other construction projects as well: multimedia classrooms and the Library Café.

• The Library has recruited faculty on lines shared with the departments of History and Computer and Information Science that will bring a greater integration of the Library into campus life.

• It has enjoyed successful grant activity, including a New Visions Grant (with History) and a $650,000 TIIAP grant that allows the Library to extend the college further into the community; the latter grant supports building Internet cafés in four Brooklyn high schools in order to develop and deliver Web-based curricula to students in those schools. Curricula include (1) information literacy; (2) writing and critical thinking; (3) college applications; (4) a choice of one of three Brooklyn College courses (Core 8.1 – Biology, Core 4 – The Shaping of the Modern World, or English 1) for college credit.

• It has significantly expanded the college archives and joined forces with History to create a new minor in Curatorial/Community Studies.

The Chief Librarian’s Annual Report for 1996-97 indicates that although funding for that year eventually matched funding for the previous year, the increased cost of books and journals made it necessary to reduce spending on journals. The total number of volumes did increase, nevertheless, by 1.3% to 1,246,791. Total circulation increased substantially to 207,085 (from 180,016), and the total number of library users also increased, to 759,165 (from 750,373). The average number of users per service day was 2,654.

2. The Dean of the School of Education is appointed by the President. The faculty of the School would like to elect its chairperson, as other departments do, but wish to retain the status of a School of Education headed by a Dean with greater entree to administrative decision-making than other department chairs.

The School of Education encompasses seven programs: Early Childhood Education, Elementary Education, Secondary Education, Reading, Special Education, School Psychologist, Guidance and Counseling; it also manages the Center for Educational Change and many externally funded programs. A good deal of the teaching in the School of Education is done by adjunct faculty, hired through grants or on tax-levy funds. The School is closely linked to the Brooklyn College Academy high school and is implementing a new middle school, Bridges to Brooklyn, that will feed into the Academy.

Additional information on the School of Education appears in the chapters on Undergraduate Majors and Graduate Programs.

C. The Assistant Provost

The Assistant Provost position was created in 1989 and replaced two Associate Provosts. One Associate Provost had overseen SEEK and Enrollment Management, the other had overseen Academic Affairs and Faculty Development. Today, the single Assistant Provost manages academic department administration, faculty development, awards and recognition, faculty workload, external evaluations, and departmental annual reports, as well as supervising the SEEK

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Director and the Director of the Wolfe Institute. With the assistance of the Director of Personnel and Labor Relations, the Assistant Provost also oversees faculty leaves and the promotion and tenure process.

**D. Dean of Undergraduate Studies**

The Dean of Undergraduate Studies' portfolio has expanded considerably. Ten years ago, this Office managed the Academic Advisement Center, freshman programs, and the adjunct budget. Today, it also manages adult education, evening and weekend programs, the Learning Center, interdisciplinary programs, the Women's Center, the Personal Counseling and Career Services Center, and the Center for Diversity and Multicultural Studies. Some of these functions are new to the college; some were transferred from the Office of Student Life; and some devolved from direct control of the Provost. In line with a general decentralization of control in the college administration, the Dean of Undergraduate Studies has gained significant decision-making and resource allocation responsibility and capability.

**E. Dean of Graduate Studies and Research**

The Dean of Graduate Studies and Research represents a combined portfolio that had previously been managed by a separate Vice President for Research and the Dean of Graduate Studies. The Office of Graduate Admissions was moved out of the Graduate Dean's portfolio and into the Office of Admissions. The Dean supervises the Office of Research and Program Development, the Speech and Hearing Center, Research Institutes and Centers, and Masters programs, and acts as liaison for doctoral programs with the CUNY Graduate School. He also oversees the Alliance for Minority Participation, which is a grant-funded program to pipeline minority undergraduates into graduate schools.

The Graduate Deanship has two problems associated with it: its hybrid nature, marrying graduate studies oversight with research promotion and oversight; and the lack of a direct budget to promote either graduate studies or research.

It has been suggested that the Deanship concern itself solely with Research, working with departments to support and promote their research efforts, forming alliances among departments and developing college-wide grant proposals, promoting college participation in cross-unit CUNY grant proposals, as well as managing grant funds and overhead. The Graduate Studies segment of the portfolio would then be merged with the Undergraduate Deanship, which already controls tax-levy adjunct funding for educational programs.

However, there has been serious opposition to this proposal, from graduate students themselves as well as administrators and faculty, on the grounds that it might imply a diminution of the college's commitment to graduate education as a distinct form of educational programming. Graduate classes are also significantly smaller than undergraduate classes, on the average. The combination of portfolios, coupled with omnipresent budgetary pressures, could lead to stronger attempts at canceling graduate courses with low class size. This might have an adverse impact on the ability of departments to offer graduate programs.

The second problem associated with the Graduate Deanship is the lack of funds earmarked to promote new graduate programs or courses. The Dean therefore cannot act as an innovator in the graduate studies area. Each department must carve out its graduate program from overall
departmental resources, meeting established faculty interests and possible aversions to interdisciplinary or new fields of knowledge.

**F. Assistant Vice President for Enrollment Services**

The position of Assistant Vice President for Enrollment Services was created several years ago to oversee enrollment, registrar, and student record services. Ten years ago, a Director of Enrollment Services oversaw Admissions and Financial Aid only, while the Registrar oversaw Testing and Student Records. When the incumbent Director was retrenched some years ago because of budgetary pressures, Admissions and Financial Aid reported directly to the Assistant Provost. In 1989-90, the Registrar's Office was moved from the supervision of the Vice President of Finance and Administration to the Provost.

In Fall 1996, all four offices (Admissions, Financial Aid, Registrar, and Testing) were brought together under an Assistant Vice President for Enrollment Services reporting to the Provost. This was done to promote coherence and visibility of these functions and to provide a distinct managerial focus to have the offices work cooperatively and proactively in recruiting and retaining students. Over the past 2-3 years, student services provided by these offices have become significantly more effective and efficient.

There has been some discussion of bringing the Bursar's office under this umbrella as well, since students most often interact with the Bursar as part of the enrollment/registration/financial aid process. However, the Bursar's Office has equally strong ties to the Business Office and may be viewed primarily as a business administration, rather than as a student service, operation. For the time being, the Bursar's Office remains in the bailiwick of the Vice President for Finance and Administration.

Over the last decade, much work in the Registrar and Financial Aid Offices has been computerized. An integrated University Student Information Management System (SIMS) has replaced individual registration and record management systems. Online access to enrollment and student information is now available throughout the college. Telephone registration has been instituted and is working well. Plans are in the works for automated room scheduling and degree audits, as well. Student information has been moved from "ownership" by Information Technology Services to ownership by the Registrar. This is part of a college-wide trend towards decentralization of information resources to the users that generate and utilize data.

The Financial Aid Office has been completely computerized. Unfortunately, the aid program administration is such that six different computer systems must be used for various types of aid packages. This stems from requirements by external aid agencies. Recently, the Office has integrated all six so they are all accessible from a single workstation.

Increased use of technology has also enabled the Admissions Office to speed up processing and to enhance recruitment. Surveys of allocated and admitted students have become routine. The college should also investigate further the reasons admitted students do not come. Existing surveys indicate the importance of bringing as many prospective students as possible to the campus. It will also help to have financial aid packages available more rapidly.

The budgetary pressures of the 1980s resulted in a reduction of the professional staff of the Registrar's Office. Clerical office assistants were doing the work of professionals and
outnumbered them. Where other institutions had Assistant and Associate Registrars in charge of areas such as Transcripts, Degree Audits, etc., Brooklyn College utilized the services of some very good office staff to replace professionals in order to keep as many teaching faculty as possible. Student services in the Registrar’s area suffered as a result. The advent of computerization has alleviated this problem considerably. The college is currently restoring professional positions in this area as funds become available.

Another enrollment area that has improved significantly is Transfer Student Services. The processing of transfer students has been more automated and is being overseen by a professional. Additional articulation agreements are being developed with local community colleges, and transfer student enrollment may increase.

The creation of the Enrollment Services portfolio has been a great success. A cooperative spirit has been engendered among its various units and they are working well together. The Assistant Provost has been freed to concentrate on Faculty and Academic Affairs Administration while student enrollment and records services have distinctly improved.

G. PACO and the TV Center

PACO (Performing Arts Community Organization) has been combined with the TV Center under the aegis of a Director of the Performing Arts Complex and the Television Center. PACO manages the performing arts buildings of the campus. It serves the academic departments of Theater, Music, and Film in their performances and master classes. It manages rental of the halls for graduation and guest performances. Its tax-levy staff has been reduced in recent years from 7 to 3, supplemented by staff paid from revenue funds. The Television Center serves as a laboratory for the Department of Television/Radio.

Ten years ago, PACO had reported to the Vice President of Finance and Administration, and the Television Center had reported to the Department of TV and Radio. Now, the two areas have been combined, reporting to a single Director under the Provost's oversight. This arrangement is working well.

H. The Brooklyn College Academy

Finally, under the Provost's portfolio, is the Brooklyn College Academy, an alternative high school on the Brooklyn College campus. The school is a success in terms of retention, student performance, and graduation rates. While it does have some beneficial ties to the School of Education, it has very few ties to the arts and science faculty and departments. The possibility of moving the high school elsewhere is being explored.

When the Brooklyn College Academy began, it reported to the Vice President for Finance and Administration, viewed as an administrative unit separate from the academic mission of the college. Although it was transferred to the Office of Academic Affairs five years ago, it remains segregated from the college around it.

I. Overall Staffing in Academic Affairs

Ten years ago, the Office of Academic Affairs had two Associate Provosts, four Deans, and five Associate Deans. There was also a separate Vice President for Research. Today there
are one Assistant Provost, three Deans, one Associate Dean, and four Assistant Deans. As indicated above, the Vice Presidency for Research has been absorbed into the Graduate Dean's portfolio. These changes are in line with a college-wide reduction in administrative personnel in an attempt to keep the administrator-to-faculty ratio as low as possible.

The decentralization of the Lattin presidency has allowed individuals to make decisions for their units without the need for excessive coordination and consensus. The reduction in administrators has also made necessary coordination and consensus easier. More effective decision-making structures have been put into place and they operate well. The current governance structure may be characterized as a hierarchical structure and a collegial structure existing side by side.

Academic Affairs manages 70% of the Brooklyn College budget.

IV. Office of Finance and Administration

The Office of Finance and Administration has, over the past 10 years, devolved a great deal of its academic administration portfolios to the Office of Academic Affairs. Such administrative functions as the Registrar, Academic Computing, Testing, and Performing Arts Management have all been shifted from Finance and Administration to Academic Affairs. In general, academic administration and student/faculty academic services have been seen at Brooklyn College as more closely and centrally related to the academic mission of the college than to the financial and support services.

The Vice President for Finance and Administration supervises an Assistant Vice President for Planning, Budget, and Information Technology Services; an Assistant Vice President for Facilities; a Director of Safety and Security; combined Controller, Treasurer, and Business Manager; and a Director of Personnel Services and Labor Relations.

The theme of the Office of Finance and Administration since 1993 has been to serve and support the academic and community missions of Brooklyn College. Highlights over the past five years have been increased computerization and integration of support and academic services; a stronger service orientation towards students, faculty and staff; and co-ordinated long-term planning for both budget and facilities.

Five years ago, the college reviewed the Office of Finance and Administration, focusing primarily on tax-levy financing and expenditure. The Office identified holes in the system, both intra-and inter-departmentally. A consultant was also brought in to review the operation and suggest improvements. The staff had long ago found that the same data were entered and re-entered, processed and re-processed over and over by different people in different formats for the needs of different departments. Little integration took place.

Based on the review, the consultant's report, and staff input, coordinated teams of departmental representatives and management designed specifications for improvement in both procedural and information processing methodology. At the same time, services to the academic enterprise were examined and, where found inadequate or susceptible to improvement, were enhanced. At the same time, stricter control was instituted over budget. Brooklyn College, as a
result, was able to come out of a period of fiscal emergency stronger and more secure in many ways.

With the goal of creating a unified financial system, the college purchased the Integrated Financial Accounting System (IFAS) from the Bi-tech software company. This system will enable the college to have one financial database for all fiscal processes, regardless of source of funding. The college also decided to purchase the Human Resources (HR) module, which has been effectively redesigned by Personnel Services and Labor Relations. In addition to storing personnel data and providing for CUNY and Brooklyn College reporting needs, the system will share personnel information electronically among budget, expenditure control, payroll, etc. When the implementation is complete, duplication of paperwork will be eliminated.

On-line purchasing is in the pilot testing phase; it is planned that this ability will be "rolled out" to academic departments and administrative offices within the next year. It is also planned that the adjunct appointment process, cumbersome for both academic departments and administration, will be streamlined by using IFAS.

It is also planned that the IFAS/HR module, when fully implemented, will interface with the IFAS/Financial modules to automatically encumber monies in departmental budget allocations for both full- and part-time appointments, thereby greatly streamlining the appointment of teaching personnel.

A. Planning, Budget, and Information Technology Services

One of the major restructurings of the past five years has been the merger of Planning, Budget, and Information Technology Services into a single Assistant Vice Presidency. This was done on the basis of a consultant's recommendation and based on experience at other institutions, where the synergy of the merged portfolios' functions worked strongly in the institutions' favor.

One of the strongest recommendations of the previous Middle States review was the institution of an Office of Institutional Research to provide hard data to serve as the basis for financial and budgetary decision-making. This was accomplished in 1994, and a Director of Institutional Research was hired. The Office of Institutional Research now provides regular reports to the Administration, which have become essential to the Administration in planning and budget allocation and as feedback to academic departments.

Budgetary planning and expenditure were also automated, yielding, for the first time, accurate and detailed budget summaries. Purchasing, also under this Assistant Vice President's oversight, is also being automated under the IFAS system, as described above.

Information Technology Services has had a record of considerable innovation and service delivery over the past 10 years. Mainframe-based applications, with the notable exception of the HEPS personnel system, have been migrated to more flexible and expandable LAN and PC based systems. The SIMS registration and student records management system, as well as telephone registration and Web-based access to class enrollment statistics, have been implemented in close collaboration with the Office of the Registrar. Internet and Web access has become widespread, and every student has been given an e-mail account. A college-wide computer network has been established. A voice-mail system has been implemented. Many
academic departmental computer labs have been established, and a video conferencing facility, used for intercampus classes, has been set up.

ITS has also developed a Telecommunications Master Plan for voice, data, and video distribution campus-wide. This will involve wiring the entire campus with optical fiber and enabling access to all telecommunication services from every office and classroom.

B. Budget and Planning

The College Budget and Planning Committee initiated by President Lattin, consists of faculty, administrators, staff, and students. It discusses, and advises the President with regard to, strategic planning and planning methodology. Of course, it is often difficult to plan in an environment where State long-term funding and CUNY long-term priorities and capabilities are somewhat uncertain.

During the last three years, budgetary planning discussion has focused on how to manage declining resources and retrenchment. The total number of faculty has been reduced, primarily through a series of incentive retirement plans, although a number of faculty lines have been permitted to be renewed with the appointment of much-needed junior faculty. OTPS (other-than-personnel-services) funds have also shrunk.

The priorities established by the Administration and the Budget and Planning Committee, in the face of reduced resources, have been to:

1. Avoid non-reappointing or retrenching faculty and other employees for budgetary reasons.

2. Limit adjunct spending.

3. Increase class size.

Paradoxically, the budgetary strategy of preserving full-time lines and limiting adjuncts has worked against Brooklyn College in CUNY allocation policies for new faculty lines. Other units of CUNY that have lower full-time to adjunct faculty ratios have been given priority for new lines in one segment of CUNY’s line allocation formula.

Nevertheless, Brooklyn College has emerged less damaged than many other CUNY units from budgetary tightening for several reasons. First, good internal management has been able to maximize use of available resources. Second, the college's track record and reputation for fiscal and academic responsibility have enabled us to obtain relatively more resources and retain a higher degree of autonomy within CUNY. Third, the college has managed to keep student numbers stable despite a reduction in resources.

Although the Budget and Planning Committee is trying to anticipate budgetary developments, this is often not possible. CUNY often requires budgetary plans to be submitted by the college shortly after promulgation of new constraining parameters, yet requests that the college undertake a full process of consultation in developing those budgetary plans. This is often an impossible task. Nevertheless, the Budget and Planning Committee has opened a way of
bring academic considerations to the budgeting process. It has also been very valuable in enabling the college to avoid retrenchment in times of fiscal exigency.

The issue of whether budgetary considerations drive academic decisions and the extent to which this is appropriate is a very acute concern of faculty at Brooklyn College. Clearly, accountability to the taxpayer and the community is important. The job of budgetary allocation is to do the best that can be done within the constraints we are given, and to try to use our resources to loosen those constraints by attracting more students, by raising funds from outside sources, and by convincing the State and its citizens of our value and accomplishments.

C. Business Operations

The individual who serves as Comptroller, Treasurer, and Business Manager oversees: the Office of the Bursar; a Deputy Comptroller who manages Revenue Accounting, Accounts Payable, Financial Reporting, Mailing Services, and Auxiliary and Non-Tax Levy Accounting; and an Assistant Business Manager who oversees Risk and Property Management, Inventory Control, Central Routing, Printing Services, and Central Stores.

During the past five years, Business Office procedures have been tightened considerably and made more effective through computerization and integrated reporting. Inventory and Property Management procedures have also been put into place.

D. Other Administrative Areas

The Office of Personnel Services and Labor Relations has also evolved over the past ten years. The internal structure has been reorganized in response to several factors, including demand for streamlined personnel-related services and assignment of other units to the office. This was achieved despite the loss of positions to retirement. In addition to the traditional personnel and labor functions, this Office now includes Occupational Health and Safety, Legal Affairs, and Payroll. Centralized advertising and recruitment processing are also administered by this Office. The Brooklyn College OSHA officer, a certified industrial hygienist, reports to the Director, as does the College Chemical Safety Officer. OSHA interacts closely with academic departments, the Office of Facilities, and administrative offices to ensure that the college adheres to federal, state and local OSHA regulations and to ensure that all members of the college community work and study in a safe environment. OSHA training is offered in several areas, e.g. the handling and disposal of chemicals.

The assignment of Payroll to this office has also proven successful. Based on its low error and returned check rates, Brooklyn was one of four CUNY colleges permitted by the State Payroll Office, early in 1998, to offer direct deposit of pay checks.

The implementation of the new IFAS/Human Resources system is discussed above; it will add a third database to be administered by the Personnel Office. The BC-grown HEPS personnel system will be replaced by the fully functional IFAS/HR system.

The Legal Affairs unit provides legal counsel and a full range of services to Brooklyn College in all legal matters.
In the past ten years, the **Security Office** has moved from a contract guard service to a trained coterie of civil servants under the management of security professionals. Brooklyn College was part of CUNY's pilot program to supply trained, well-tested, and well-investigated security officers to replace the low-paid contract guards whose backgrounds and qualifications were not known to the college. As the pilot progressed, CUNY determined that all security officers would become Campus Peace Officers, who must meet the rigorous requirements of the New York City Police Department. The force has become much more visible on campus, with officers deployed at standing posts and on bike patrol. Van service is offered in the evenings to convey members of the campus community to nearby subway stops; a specially equipped van provides service to handicapped persons.

The college instituted a policy of issuing photo IDs to faculty staff and students. These IDs must be shown to officers at a gate and upon request. Visitors must sign in at a gate and are afforded a temporary ID. The campus has settled into a period of relative security and safety. When CUNY conducted a questionnaire-based survey on each college campus, Brooklyn College security officers were rated the highest of any campus. They also fulfill the function of information officers to all who come on campus.

V. The Office of Facilities, Planning, and Operations

Facilities, Planning, and Operations (FP&O) is under the supervision of an Assistant Vice President who reports to the Vice President for Finance and Administration. The scope of his responsibility extends to almost everything connected to the college's physical plant, that is, any operation that involves engineering, construction, maintenance, or utilities. The office is responsible for developing and maintaining a system for efficiently planning, managing, and executing all of the above. It is headquarters for coordinating plans, material, persons, and budget. Some matters involve long-range planning and major construction; others are day-to-day. About 140 employees serve its goals. Much work is also done by outside contractors and consultants under the supervision of the Dormitory Authority of the State of New York.

The functions of this office can be divided into three areas:

A. **Engineering, construction, maintenance, and utilities**

What follows is a quick survey of the work of the past two to five years. The state and city have provided over $250 million for the massive changes now in process. The list of projects at various stages of conception, planning, underway, or finished is impressive. For example:

- Library extension and renovation project (in effect, a new Library) is underway.
- Creation of temporary space for housing the Library while renovation goes on.
- A "West Quad" project is in the planning stage. This work includes the removal of the Plaza Building complex (a disaster from Day 1) and the construction of replacement facilities.
- Extensive work to bring the college into compliance with ADA standards has been completed; more is underway. The most visible aspects of this are the almost total redesign of the front...
entrances to Boylan and Ingersoll Halls, but there is much other work as well: e.g., the refurbishing of restrooms to ADA standards, installation of ADA-approved door handles throughout the campus and of ADA elevator facilities where needed.

- A central "chiller" plant will be constructed at the west end of the campus. This will provide cool water to every building and eventually result in a completely air-conditioned campus.

- A major telecommunications infrastructure renewal project is under way in conjunction with ITS. Among other things, this involves the installation of fiber-optic cable and computer docks in each building.

- Also in planning is a "Library Cafe" a 365 day/24-hour available study hall/internet-user space equipped with 75 computer stations. This is being done in conjunction with the Library.

- Throughout the campus an informational signage project is underway.

FP&O is also addressing a long series of repair projects in an attempt to bring the campus up to code. While most of these do not get the publicity associated with a new library or ADA-related jobs, they are extraordinarily important to the future of Brooklyn College. It is no secret that in response to almost 20 years of drastic reductions in the college's overall budget, previous administrations felt compelled to sacrifice the soundness of the physical plant in a desperate attempt to keep as many teachers as possible in the classroom. For the past few years FP&O has been aggressively confronting many aspects of this deferred maintenance. Here are some examples of recent and current projects:

- repair of gymnasium floors
- upgrading of fire alarm systems
- asbestos abatement or removal
- improvement of the parking lots
- rehabilitation of leaking roofs
- installation of new fences to protect the campus from vandalism
- window replacement in Boylan & Ingersoll
- rehabilitation of the recreational swimming pool in Roosevelt
- upgrading of steam systems; improve heating systems in Boylan and Ingersoll
- re-lamping of classrooms and many other spaces, thousands of new lighting fixtures
- upgrading of telephones and installation of voice-mail systems
- cleaning and repair of tunnels carrying steam pipes, electrical cables, water
- installation of a master clock system
- re-keying project for the entire campus
- new drinking fountains
- repainting of student restrooms
- upgrading of 32 campus elevators
- laying of over 5,300 yards of carpeting
- installation of 600 air conditioners
- painting of 480 areas: 60,000 square feet
- upgrading of the college's security system: 112 doors with magnetic locks, sensors, or cameras
Reflection on this list draws attention to the fact that for nearly 20 years much of the physical campus has been dreary, drab, and drafty, sometimes over-heated, sometimes under-heated, with few working clocks, much peeling paint, no working water fountains, relatively few air-conditioned spaces, frequently out-of-service elevators, few carpeted rooms, and less secure than is desirable in modern urban campuses. Yet at the same time, the long list of work underway gives validity to our sense that the college is at last addressing these concerns in a generally expeditious manner.

B. Day-to-day business

This rubric includes providing heat, electricity, light, and water to all campus buildings. Facilities, Planning, and Operations is also responsible for keeping campus buildings and grounds clean (e.g., cleaning, trash removal), safe (e.g., snow removal), physically secure (e.g., doors, locks, in conjunction with the Office of Security), attractive (e.g., grass, trees, shrubs), and in full working order with regard to the educational purposes that they serve (e.g., classrooms, laboratories, offices).

Although the day-to-day business of FP&O can be conceptually differentiated from the long-term projects outlined above, aspects of the two frequently run together and affect the way in which campus users perceive improvement or the lack thereof. For while FP&O is planning and implementing systematic projects, it is also called upon to attend to seemingly endless individual crises, maintain everything in working order, have inventory control over the use and allocation of space, and keep up the appearances that the public expects of an institution of higher learning.

C. FP&O Management and Planning

The Brooklyn College campus is about 2.2 million gross square feet. Responsible for the day-to-day small maintenance and construction projects are two (2) electricians, one (1) painter, and one (1) carpenter. A small army of sweepers, mop-pushers, cleaners and others tries to keep buildings and grounds functioning. FP&O tries to respond as best as possible, but the crew’s size is not adequate to handle all demands quickly, if at all. FP&O hires outside contractors to attend to some of these problems, but the outside bidding process makes this a slow process.

One of many questions that emerge in considering FP&O's difficulties in handling the volume of requests for repair and proper maintenance is whether this office has given enough attention to planning how to be more proactive rather than reactive. While it is undeniable that great progress has taken place in the overall repair and upgrading of the campus, faculty and students complain that response to requests for repair and maintenance is demoralizingly slow. Some seem convinced that if they do not follow up their requests with frequent phone calls, their work order will never be executed.

To be sure, 20 years of deferred maintenance have created a campus where many things require repair all too frequently. It also seems that FP&O is understaffed in certain areas (skilled craftsmen). The handling of maintenance/repair requests is largely done by part-time staff and students. It is not clear how the scheduling of repair orders is done.
A new ARCHIBUS online computer system is scheduled for installation to manage space, inventory, and facilities planning. The work-order management system will be implemented as soon as possible to track each maintenance and repair request and allow evaluation of workload and performance. Every work order should be responded to, every work order should have a status number that can be checked by the client via a simple call.

VI. The Division of Student Life

The Division of Student Life has been undergoing constant metamorphosis and change. Its structure and key personnel have hardly remained the same for two years in a row because of deaths, retirements, personnel redeployment, external reorganization, and internal restructuring. The Vice President of the Division, who retired in June 1998, had expressed a yearning for much needed stability, but managed his constantly shifting organization with dedication and skill. The Vice President himself had remained in place since the 1970s, throughout the Hess and Lattin presidencies and the interregnum between. As with all administrative areas (and faculty departments), the Division has lost significant personnel over the past ten years, particularly in the budget crisis of 1994-95. The recent restructuring of the Division has generated new challenges.

The Office of the Dean for Student Life has responsibility for and oversight of the following areas:

- The Office of Student Development
- Student Center
- Student health-related program services
- Athletics and Recreation
- Veteran's Affairs and Services
- Mandated disciplinary processes
- College-wide student activities, events, and programming
- Governance structures regulating student campus activities and events
- Ombuds services and CUNY CAP coordination
- Brooklyn College Cares Information Booth and Voter Registration, Citizenship and Naturalization campaigns, and other special projects

An Assistant Dean heads the Student Development Office, which develops and coordinates student programming along with the student clubs and student government organizations. Directors supervise Athletics, the Health Clinic, and the Student Center.

The mission of the Office of the Dean for Student Life is to encourage and support the highest quality of campus life through the provision of a wide variety of excellent and accessible co-curricular and extra-curricular programs that empower students and enhance their ability to succeed. The Office seeks to facilitate interpersonal and intergroup relationships and the promotion of opportunities for leadership, civic responsibility, and intellectual, aesthetic, social, pre-professional, recreational, and personal growth in an academic environment that respects and promotes students' needs, rights, and responsibilities.
VII. The Brooklyn College Foundation

Founded in 1958, The Brooklyn College Foundation is the principal development arm of the college. While the college's auxiliary services produce some non-tax levy revenues to support the college mission, it is the BC Foundation that serves as the principal means of raising discretionary funds to encourage and promote the college's academic purposes and the educational welfare of its students, faculty, alumni, and larger college community. The Foundation is incorporated in New York State, registered as a 501(c)(3) not-for-profit corporation, and is listed by the New York State Office of Charities Registration.

Since its inception, the Foundation has raised over $21,000,000 in endowments and donor gifts. In May, 1997, the Foundation issued its Business Plan for the 21st Century, with a principal goal being the attainment by 2001 of donor commitments of $7.8 million. Under its current vigorous leadership, the Foundation increased its donor commitment from $2.4 million in 1995 to $3.3 million in 1996 and $4.4 million in 1997.

Over the past decade, the Foundation has increased the number of its professional and support staff from 3 to 8 and has increased the quality of those personnel, having sought out professionals with broad areas of expertise. In addition, the Foundation has moved toward a more professional approach to fund-raising, implementing state of the art fund-raising software on which the staff are building an integrated database to include all donors and their giving histories and, eventually, data on all 110,000 Brooklyn College alumni and friends. The professional staff will, in addition to soliciting donor gifts, cultivate donor relationships and provide the stewardship of individual gifts which may result in increased giving from the donors.

In addition to endowment growth, the Foundation has identified two major challenges which still need to be overcome. The first is correcting the false perception of many alumni that Brooklyn College has open enrollment, is accepting non-achieving students, has lowered its academic standards, and is not worthy of financial support. The Foundation must meet the challenge of getting out the message that the college does not have open enrollment, has raised its standards, e.g., for achieving placement on the Dean's list and for honors, and is investigating cutting-edge options like distance learning.

Second, the Foundation faces the challenge of making older alumni aware that a CUNY education is no longer tuition free, as it was when they attended. They must be made aware that our students now pay tuition, that there have been significant budget cuts in recent years, and that the budgets of Brooklyn and other CUNY colleges are tailored directly to their enrollment numbers. In order to carry out its mission in the fullest sense, it is imperative that the college receive the funds to do so, and the Foundation is proving an increasingly proactive partner in providing support for excellent and deserving students.

The Foundation is managed administratively by its President, a Board of Trustees, and a Director of Development; with the exception of the Director of Development, all serve without pay. The Board provides oversight, develops strategies, and defines plans which are carried out through six committees: annual fund, development, audit, investment, planned giving, and student relations. The committee members are drawn from among the trustees, administrative personnel, chairpersons, deans, and academic department representatives.
There are also several directors who oversee the main fund-raising areas. The development committee, for instance, meets several times a year to set fund-raising goals and to monitor the progress of its programs.

In the interest of attracting outstanding faculty to the college, the Foundation has raised funds for named professorships and special fellowships. This is an activity, of course, where much more needs to be done. CUNY salaries are not sufficient in many disciplines to attract top scholars, some of whom command salaries of $200,000. While salaries of this magnitude cannot be matched, even with new provisions of the present contract, enhanced ability to supplement CUNY pay scales with endowed chairs is increasingly important.

The primary and most immediate impact on students is in the form of financial assistance: four hundred scholarships are awarded annually. The Foundation has been active in improving the students' physical facilities and by providing funds to support the Library. It has also improved the physical beauty of the students' environment by such projects as the reclamation of the lily pond. The Foundation is also in the process of establishing a comprehensive program, as part of the "Campaign for Students," to develop internships for every student who desires one.

The "Campaign for Students" is the major plan currently underway. The goal of the campaign is to raise $20 million in endowments to support scholarships, peer tutors, student research stipends, professional apprenticeships, computer labs, and program support for four target campus communities which constitute small educational communities within the larger college: the Honors Academy, the Science Research Community, the Arts Community, and the Preprofessional Community. In each of these four communities, students are offered small classes, close interaction with faculty, and contact with other students who share their particular goals and dreams. The monies raised by the Foundation will support more than scholarships for these students. They will also provide: faculty mentors; small honors sections of core studies; masters classes; visiting lecturers, guest artists; study-abroad; paid internships in the arts, sciences, industries, and professions; state of the art equipment and raw materials; collaborative opportunities with performing and arts groups; attendance at professional conferences.

Right now the campaign is in the "silent phase" wherein the professional staff are seeking "lead" gifts from current Foundation friends and contacts, so that when the public portion of the campaign begins, the Foundation will already have achieved significant progress toward the campaign goal. In this campaign, the Foundation will utilize many methods (telephone, mail, luncheons, special events) to contact all alumni registered on its database to apprise them urgently of the college's needs, and to address and correct their misconceptions about the college, its students, and its mission. The Foundation plans to utilize both print publications and radio spots to burnish Brooklyn College's public image and to enhance its reputation.

The Foundation uses three primary tools to evaluate its effectiveness in the area of development: first, there is an annual report which records the increase in restricted and unrestricted funds it has drawn to the college; second, the Foundation issues reports on the increased numbers of professorships, research grants, scholarships, and internships obtained each year; third, the Foundation tracks carefully the numbers of alumni contacted each year and records the increase in their giving to the college.