

COACHE Action Plan -- Update on Progress as of 10/29/2022

Fall 2021 - Incorporating conversation with President and Provost
A response to Brooklyn College's COACHE Task Force Recommendations'

A COACHE Implementation Team will provide oversight to the plan, ensure it is aligned with the College's Strategic Plan, and annually assess the progress.

RECOMMENDATION	INITIAL ACTIONS (PHASE 1)	INTERMEDIATE ACTIONS (PHASE 2)	TIMELINE	STATUS
<p>Recommendation 1: Increase support for research (see CUNY-wide recommendation 4). This will involve coordinating with the Faculty Council Research Committee, which has already prepared a report with recommendations, with the newly formed Research Support Working Group, chaired by Dean Peter Tolias, and with research hubs that exist in other schools and institutes across campus.</p>	<p>A. The Research Support Working Group (a subcommittee of Academic Planning) will develop a plan to increase research.</p> <p>B. Professor Hainline (Associate to the Provost for Research) will assist faculty and provide interim oversight to the Office of Research and Sponsored Programs (ORSP) until permanent staff are hired.</p>	<p>A. Seek funding for an additional position in the ORSP identified by the Research Support Working Group.</p> <p>B. Coordinate with Faculty Council Research Committee.</p> <p>C. Further develop infrastructure to support faculty research productivity</p>	<p>Phase 1: November 2020-May 2021</p> <p>Phase 2: Fall 2021 to Spring 2022</p>	<p>Phase 1: A. Completed. B. Search for Research Compliance Director underway (Fall 2022)</p> <p>Phase 2: A. Completed B. TR Muth appointed fall 2022 and working with FC research committee C. Completed—3 staff and fully reassigned Faculty Associate to the provost for research. Grant writing professional development planned to be regularized; biweekly newsletter out; regular office hours for Faculty Associate and outreach in place.</p> <p>Phase 3: A. Assessment after 2022-2023 AY and further plans for expansion</p>

<p>Recommendation 2: Clarify tenure and promotion expectations for teaching, scholarship/creative work, and service and how it may vary by school and department (see CUNY-wide recommendation 1). This will include reviewing the work of the Promotion & Tenure Rigor Working Group from academic year 2019-2020 and President Anderson's document, "Brooklyn College</p>	<p>A. The Council on Administrative Policy will adopt the "Brooklyn College Memorandum on Expectations for Promotion and Tenure." B. Latest literature on mentoring will be shared with Deans. C. Deans will work with</p>	<p>A. Distribute and implement recommendations from the ADVANCE grant, focused on best practices for mentoring on campus.</p>	<p>Phase 1: Spring 2021 Phase 2: Spring 2021 to Spring 2022</p>	<p>Phase 1: A. Completed B. Completed C. In process; collegewide new mentoring program needs coordination with decanal effort during AY 2022-2023 Phase 2: A. Grant activities in process</p>
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RECOMMENDATION	INITIAL ACTIONS (PHASE 1)	INTERMEDIATE ACTIONS (PHASE 2)	TIMELINE	STATUS
Memorandum on Expectations for Promotion and Tenure.” We encourage departments to create mentoring documents for faculty that outline departmental and school expectations based on past successful candidates.	departments to update mentoring plans.			
Recommendation 3: Based on the differences in satisfaction among groups across multiple themes, engage in anti-discriminatory work (including but not limited to anti-racist, anti-sexist, anti-ableist, anti-ageist work) that addresses equity gaps in order to promote diversity, equity, and inclusion. This will include work on communicating in uncomfortable situations, encouraging civility and collegiality in departments, and fair distribution of work (see CUNY-wide recommendation 3).	<p>A. An Implementation Team for Racial Justice has been formed.</p> <p>B. President Anderson will appoint five mentors – one in each school – to address teaching, research, and service, in addition to diversity, equity, and inclusion issues.</p> <p>C. The College will adopt a three part anti-bullying strategy. Provost will meet with individuals and departments to resolve issues regarding lack of civility or collegiality. All allegations of bullying will be reported to the Office of the Chief Diversity Officer for investigation and follow-up action.</p>	A. Anti-bullying workshop will be updated and offered at the department level.	<p>Phase 1: Spring 2021</p> <p>Phase 2: Fall 2021 to Spring 2022</p>	<p>Phase 1: A. Completed B. Completed C. Completed</p> <p>Phase 2: Workshop updated and offered in three departments</p> <p>Workshop needs to be institutionalized—regular and updated cycle for all departments</p> <p>On-going meets re bullying in departments.</p>
Recommendation 4: Improve faculty recognition and appreciation across all areas of work, including teaching, scholarship/creative work, mentoring, advisement, and service. These efforts should take place at the department, school, and college levels.	<p>A. Deans will recognize faculty in regular newsletters and in annual book reception.</p> <p>B. Faculty Day Awards program will include additional categories of recognition.</p>	A. A subset of the COACHE Task Force, led by the Associate Provost for Faculty and Administration, will be convened to develop a comprehensive plan for faculty recognition at the college level.	<p>Phase 1: Spring 2021</p> <p>Phase 2: Fall 2021 to Spring</p>	<p>Phase 1: A. Completed B. Completed C. In process--ongoing</p> <p>Phase 2: A. Completed for AY 2021-2022; B. Additional awards in categories established.</p>

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	C. Deans and Provosts will begin routine letters to faculty for personnel file to commend outstanding service and document it.	Recommendations will also be made for the school and departmental levels.	2022	
Recommendation 5: Improve facilities and maintenance (see CUNY-wide recommendation 2). This will involve coordination with a number of entities across campus, including the Faculty Council Campus Planning Committee and the Ingersoll/Roosevelt Planning and Oversight Committees. As facilities are in the process of renovation, special attention should be paid to temporarily displaced faculty and programs.	A. COVID-related updates will be made to make facilities accessible to researchers. B. Submit CUNY 2020 grant to improve research and teaching infrastructure in sciences	A. A new mini-master plan will be developed to address facilities. B. College will continue to explore and pursue funding opportunities and research partnerships to enhance faculty access to facilities.	Phase 1 – Spring 2021 Phase 2 - Fall 2021 to Spring 2022	Phase 1: A. Ongoing B. Grant funded (Summer 2021) Phase 2: A. Completed B. In process—ongoing

ⁱ CUNY-wide Task Force's draft recommendations as of September 30, 2020:

1. Given that satisfaction with tenure policies and clarity and promotion at CUNY is in or near the bottom 30% of all COACHE institutions and women and faculty of color at some CUNY colleges are particularly concerned with these issues, we recommend that CUNY work to provide more clarity and clear guidelines/policies about how research, teaching and service are considered and evaluated when faculty are being considered for tenure and promotion.
2. Given that satisfaction with facilities and work resources at CUNY are in the bottom 30% of all COACHE institutions and in 2015 and 2019, quality of facilities was among the top three worst aspects of working at CUNY, we recommend that CUNY prioritize the improvement of facilities that faculty need to conduct their research and ensure a safe and productive learning environment for our students.
3. Given that women and faculty of color at many CUNY colleges are less satisfied than their colleagues in numerous COACHE benchmark areas and in the CUNY-wide custom questions that were included in the 2019 survey, we recommend that CUNY develop a university task force comprised of faculty and administrators to identify policies and procedures that will ensure a more equitable workplace at CUNY and that CUNY then works to implement those policies and procedures.
4. Given that lack of support for research was among the top three worst aspects of working at CUNY in 2015 and 2019, we recommend that CUNY prioritize increased support for research across the university.