

STRATEGIC PLAN 2018-2019 REPORT CARD: YEAR 1

This report identifies the status of all of our Strategic Plan 2018-2023 Year 1 Benchmarks. The Status Ratings we used are: COMPLETED, IN PROGRESS, and UPDATED. Although the Benchmarks have been summarized on the Report Card below to facilitate your review, the status ratings reflect the detail of the Year 1 Benchmark activities listed in the [Strategic Plan 2018-2019](#). The plan also specifies which individuals conducted each activity.

YEAR 1 BENCHMARKS	STATUS
Goal 1: Enhance Our Academic Excellence	
A.a 50% of departments will complete assessment reports.	COMPLETED
A.b An inventory of major/minor pairs that promote interdisciplinarity will be developed.	UPDATED: NEW MOMENTUM PLAN IN PLACE
A.c A collaborative system for identifying relevant issues of common interest for programming will be established.	COMPLETED
B.a Meetings between CDO and chairs to prepare Affirmative Action Plans will be conducted.	COMPLETED
B.b Tailored mentoring programs for BC faculty will be put in place.	IN PROGRESS
B.c Historical and active funding to support faculty professorships, travel and research will be identified.	COMPLETED
B.d A Taskforce on Faculty Diversity will be developed.	IN PROGRESS
B.e A mentoring program for senior staff with regard to evaluations will be developed.	COMPLETED
C.a The Center for Teaching will hire a HEO to assist the director.	UPDATED: NEW STAFFING PLAN IN PLACE
C.b The onboarding of adjuncts will be improved with regard to teaching and other resources.	COMPLETED
D.a Staffing/resources for the Office for Research and Sponsored Programs will be enhanced.	IN PROGRESS

D.b The Library will enhance support for research; explore innovative models; expand OER.	COMPLETED
D.c Deans will develop school-based workshop series for faculty to share scholarship.	IN PROGRESS
D.d The BC Cancer Research Center will be established.	IN PROGRESS
D.e A comprehensive campaign for fundraising support for students and faculty in the arts will be developed and include opportunities, priorities and case for an art gallery.	COMPLETED
D.f A comprehensive plan for fundraising support for students and faculty in Education will be developed and include opportunities, priorities.	IN PROGRESS
D.g A Comprehensive campaign for fundraising for faculty and students in Humanities and Social Science will be developed.	IN PROGRESS
Goal 2: Increase Undergraduate, Masters and Doctoral Student Success	
A.a The Future in Four campaign will be promoted; first -ear credit accumulation will increase by 3.5%; gateway Math success will increase by 5%; sufficient courses will be offered; block scheduling will be ; degree maps for 25% of depts will be developed; Alert system implementation for not meeting milestones will be implemented. Staffing needs of the Student Success Center will be assessed.	COMPLETED
A.b Reviews of enrollment data and historical trends will take place; an institutional capacity working group will be established.	IN PROGRESS
A.c Degree maps will be completed. Optimal student schedules will be developed.	COMPLETED
A.d Working group convened by Faculty Council chair to review curriculum management, bulletin process, scheduling, advisement, degree works, financial aid, Create workflow of processes, Undergraduate deputy meetings 2x per term, cross institutional groups.	IN PROGRESS
A.e A campus-wide academic advisement plan will be developed.	IN PROGRESS
B.a A college-wide directory of faculty expertise will be developed.	IN PROGRESS
B.b An Inventory of capstone experiences will be created.	COMPLETED
B.c Baselines will be established for student research, including an assessment of UGR growth potential and an identification of past fundraising for UGR.	IN PROGRESS

B.d Conversations about integrating student international experience into the curriculum will occur.	UPDATED: NEW PLAN IN PLACE
B.e An assessment about the number of students who receive prestigious scholarships but do not complete their programs will take place and a mentoring group will be developed.	UPDATED: NEW PLAN IN PLACE
C.a Plans to streamline and coordinate financial aid, bursar and scholarship processes will be developed.	COMPLETED
C.b A communication strategy about financial aid resources will be developed.	COMPLETED
C.c The history of tuition scholarships for the Scholars Programs, including transfer students, and the donor history will be identified.	IN PROGRESS
C.d Graduate programs that can likely raise external funding will be identified prioritized, benchmarked according to national competitor programs. 5-year enrollment trends will be established and fundraising histories identified.	IN PROGRESS
D.a A Health and Wellness Taskforce, a healthy campus initiative and an assessment plan will be developed.	COMPLETED
D.b Peer mentoring will be embedded in block programs. Evening seminars will be piloted and video modules developed.	COMPLETED
D.c The transfer credit evaluation process will be reviewed. Faculty and CAASS will work to streamline the transfer evaluation process. Transfer students will be surveyed. A formal request with regard to military credits will be made.	COMPLETED
D.d High impact learning experiences from across the campus will be catalogued.	COMPLETED
D.e An inventory of categories of special populations and list of offices that serve them will be developed. Baseline data on existing number of students served will be established. Students' needs within populations will be assessed.	IN PROGRESS
Goal 3: Educate Students for Fulfilling Work and Leadership in Their Communities	
A.a A comprehensive career development action plan will be created.	COMPLETED
A.b The National Association of College's and Employer's benchmark survey to identify areas for improvement for career services will be reviewed. Alumni Affairs will benchmark itself against resources at other institutions.	IN PROGRESS
A.c A targeted roster of prospective supporters whose interests align with core services and initiatives of career center will be developed.	COMPLETED

B.a A process to identify and track college assistants who are students will be established. Students will be encouraged to use the career center. Managers will be encouraged to post jobs.	IN PROGRESS
B.b Focus groups to establish the best way to collaborate with faculty will be conducted. Departmental liaisons will be established. Two new employers to recruit will be identified.	IN PROGRESS
B.c A process for the Career Center to use Alumni Affairs as resource will be identified. Alumni Association will develop a mentoring council.	COMPLETED
B.d Evaluations from employers from the employer survey and job fair will be reviewed; areas for improvement will be identified.	COMPLETED
B.e The history of fundraising for paid internships and activity of donors will be identified.	COMPLETED
C.a 10 Departments will develop career templates and engage in activities with the Career center to examine and improve the relationship between courses and careers.	IN PROGRESS
C.b Each school will collaborate with the career center to offer a school-focused career event annually.	COMPLETED
D.a The history of support for internships abroad and activity status of donors will be identified.	IN PROGRESS
D.b Office of Diversity and Equity programs will consult with department leadership and affinity groups to assess their cultural competence training needs. Review national best practices.	IN PROGRESS
D.c Student leader training programs will be researched; establish SLOs for training and pre-assessments for student leaders.	IN PROGRESS
D.d Student government will review sustainability plan with Sustainability Council. Topic -specific working groups will be established to review the 10-year plan. An annual review will be implemented.	IN PROGRESS
D.e Document We Stand Against Hate activities; create planning committee for activities one year in advance.	IN PROGRESS
Goal 4: Develop A Nimble, Responsive and Efficient Structure to Serve our Students and Carry Out Our Mission	
A.a An audit of departments that clarifies key roles and responsibilities will be conducted. Needs will be prioritized.	IN PROGRESS
A.b Baseline training participation of staff will be established. Programs to be	COMPLETED

offered to new and existing staff will be identified.	
B.a A procurement survey will be conducted. An action plan and training program will be developed.	COMPLETED
B.b Mobile-enabled tracking for repairs will be completed. SMS texting for alerts, transactions, reminders will be expanded.	COMPLETED
B.c Units will implement records retention schedule and document timelines.	IN PROGRESS
C.a Awareness about institutional data available in OIRA site will increase. Predictive analytics for General Education scheduling projections will be developed.	IN PROGRESS
C.b A new timeline for hiring faculty at all levels will be developed.	COMPLETED
C.c Proposals from all governance groups on roles and responsibilities of deans will be collected. The President will send one proposal to Policy Council. Policy Council will recommend changes to governance plan.	IN PROGRESS
C.d Implement recommendations from the President’s Task Force on Interdisciplinary Programs, including budget, voice, recommendations for governance.	IN PROGRESS
D.a A comprehensive fundraising infrastructure assessment and a five-year plan that aligns with a clearly articulated fundraising plan for college will be developed.	COMPLETED
D.b Potential opportunities for revenue-building that include products, services, and leveraging assets will be established.	IN PROGRESS
D.c Key internal and external supporters familiar with campus and facilities challenges will be identified. New public funding resources, including governmental ones all levels, will be identified.	IN PROGRESS
D.d A Budget Advisory Council will be established. An Instructional Capacity Working Group will be established. Facilities, Planning and Operations will be analyzed historically. A zero-based budget will be developed.	IN PROGRESS
E.a The campus’ systems, building and grounds twill be reviewed to determine needs and establish appropriate benchmarks.	IN PROGRESS
E.b The adequacy of research space for faculty needs using the annual NSF survey and other areas not covered will be assessed.	IN PROGRESS
E.c Major building equipment assets will be assessed. Preventive maintenance benchmarks will be set. Resource use efficiencies will be improved and environmental impacts improved.	IN PROGRESS

E.d Metrics from current work order systems will be established. Work to transition to a new version of Archibus will take place. The development of internal apps, including one to report bathroom issues, will be explored.	COMPLETED
E.e ITS and AIT will schedule two Tech Town Hall meetings yearly.	COMPLETED
E.f The current allocation model for the distribution of overhead monies from science grants will be reviewed.	IN PROGRESS
Goal 5: Leverage Brooklyn College’s Reputation for Academic Excellence and Upward Mobility	
A.a How to disseminate Strategic Planning information across the college and evaluate synergies with MSCHE and measurement tools will be determined. A baseline survey to identify positive and negative attitudes about BC will be conducted.	IN PROGRESS
A.b New processes to celebrate faculty, students, staff and alumni achievements will be established.	COMPLETED
A.c Develop routes of communication for students, faculty and staff to communicate “problems solved.”	IN PROGRESS
A.d Promote existing programs that promote continuing education and professional development (staff).	IN PROGRESS
A.e The current methods, quantity and quality of alumni engagement will be evaluated.	COMPLETED
B.a A message map that articulates the colleges principal attributes will be developed. An assessment plan will be created.	IN PROGRESS
B.b Faculty will be offered training that promotes their research generally and as public intellectuals.	IN PROGRESS
B.c Create a comprehensive strategy for the president, provost, and cabinet to promote Brooklyn College’s leadership and successes in accessibility, diversity, excellence, and social mobility in higher education.	IN PROGRESS
B.d Best practices for diversity efforts at BC will be researched and efforts documented.	COMPLETED
C.a A communications plan about promoting BC’s impact on Brooklyn will be developed.	IN PROGRESS
C.b Volunteer Action opportunities for students will be publicized linking	UPDATED: NEW

students to Students Engaged in Responsible Volunteer Action.	PLAN IN PLACE
C.c Partnerships with organizations that are our commitment to the public good will be strengthened and opportunities developed for students to engage with them.	IN PROGRESS
D.a The college's website redesign, including costs and timeline, will be mapped out.	IN PROGRESS
D.b Priority needs and improvements for promoting events on the College's website will be identified.	IN PROGRESS
D.c Content on Faculty Experts and Meet our New faculty for will be expanded for digital distribution.	IN PROGRESS
D.d A campus-wide social media audit will be conducted. Goals for all outlets will be established.	IN PROGRESS