



[BROOKLYN.EDU/STRATEGICPLAN](https://brooklyn.edu/strategicplan)

PURPOSE

We believe in the power of student-centered higher education and scholarly research to transform our diverse students' lives and empower them to build a better future.

MISSION

Brooklyn College provides an excellent, affordable, and transformative education to students who reflect the great diversity of our vibrant borough and country. We have a special commitment to educating immigrants and first-generation college students from our city and state. Through outstanding research and academic programs, we educate leaders who think critically and creatively to make positive change in the world.

VISION

We strive to make Brooklyn College the best public college in the Northeast—a world-class, distinctive engine of intellectual discourse and social mobility that draws on its exceptional faculty, staff, and location to prepare graduates to shape and improve the rapidly changing world.

VALUES

- Diversity, equity, and belonging
- Student-centeredness
- Intellectual rigor and fact-based analysis
- Transparency in information and decision-making
- Collaboration and teamwork
- Respect for others and engagement across differences
- Sustainability



STRATEGIC PRIORITIES

TRANSFORMATIVE ACADEMIC EXCELLENCE

Elevate Brooklyn College as an engine for social mobility and advanced educational excellence where cutting-edge curricula and innovative research propel students and faculty to achieve their highest potential.

Action Items

- Provide an accessible, equitable, quality education to more first-time full-time, transfer, and graduate students from the borough of Brooklyn and beyond.
- Support faculty excellence through professional development opportunities focused on pedagogical innovation, high-impact research, sustainability, and social justice.
- Engage students in flexible, dynamic, and meaningful learning experiences through pioneering curricula, innovative pedagogy, and research opportunities.
- Connect students with peers, faculty, alumni, and external leaders who will provide them with transformative mentoring experiences.

KPIs

- Number of undergraduate students enrolled
- Number of students enrolled in graduate and professional programs
- Fall-to-Fall retention of first-time, fulltime freshmen
- Racial/ethnic gap in retention of first-time, fulltime freshmen
- Fall-to-Fall retention for undergraduate transfers
- Racial/ethnic gap in retention of undergraduate transfers
- Racial/ethnic gap in DFW rates in general education courses
- Six-year undergraduate graduation rates of first-time freshmen
- Number of funded research grants
- Total research grant dollars awarded
- Number of professional development opportunities for faculty
- Number of peer mentoring experiences for students
- Number of faculty mentoring experiences for students
- Number of alumni or external leader mentoring experiences for students

STRATEGIC FUNDING

Ensure financial resilience through collaboration and transparency and expand resources to provide equitable support for the college's mission and its aspirations.

Action Items

- Adopt budgeting processes that align resources with campus strategic priorities.
- Diversify and expand revenue streams through innovative programs and partnerships that contribute to the college's financial health.
- Strategically allocate funds for programs and initiatives that generate revenue and support students, faculty, and staff.

KPIs

- Closing fiscal year with no deficit
- Meeting deficit reduction targets
- Percentage of employees who complete mandatory trainings
- Percentage of employees who participate in professional development, leadership, or mentoring programs
- Fundraising from alumni and friends
- Unrestricted revenues
- Department Manager Budget Survey composite index

CAMPUS COMMUNITY

Nurture and support a campus culture that thrives on diversity, equity, inclusivity, and a deep sense of belonging, where community events, spaces, and initiatives reflect and celebrate the richness of our identities and perspectives.

Action Items

- Organize and promote inclusive community events that celebrate and foster diversity, an ethic of care, and a sense of belonging.
- Enhance campus facilities and spaces that support accessible, inclusive, and welcoming environments for learning, collaboration, and social interaction.
- Strengthen and implement policies and practices that ensure a welcoming campus.
- Expand resources and initiatives to support physical and mental well-being.

KPI

- Campus Climate Survey composite index

CAMPUS INFRASTRUCTURE

Transform the campus infrastructure to provide a safe, sustainable, and technologically advanced environment for academic and professional excellence.

Action Items

- Invest in physical and digital infrastructure and optimize space utilization to create a modern, supportive learning and research environment using sustainable practices.
- Develop and make progress on a comprehensive maintenance and upgrade plan that addresses both immediate and long-term needs.
- Monitor campus infrastructure concerns, implement standards for resolution, and communicate progress.

KPIs

- On-time completion of facilities projects
- Percentage of building projects that are scoped within 3 weeks
- Percentage of project design reviews within 2 weeks, with no changes thereafter
- Percentage of work orders closed within Service Level Agreements timeframes for the top 12 critical systems
- Percentage of work orders created and completed in Archibus
- Percentage of vital building systems in a State of Good Repair
- Campus Infrastructure Survey composite index

COLLABORATION AND EXTERNAL ENGAGEMENT

Enhance collaboration and communication by leveraging best practices to foster cohesiveness, transparency, efficiency, and external community engagement.

Action Items

- Implement strategies for increasing effective collaboration and cooperation among the college's departments and community members.
- Foster external partnerships with businesses, nonprofits, and government agencies to enhance educational and career opportunities, internships, and community engagement.
- Reinforce the college's core values of academic excellence, diversity, and accessibility through improved campus communications, marketing strategies, and website to attract and retain students.

KPIs

- Percentage of undergraduate students who complete a paid internship
- Percentage of undergraduates employed at time of graduation
- Number of employers recruiting for post-graduate employment
- Number of alumni mentors
- Number departments collaborating with Magner Career Center
- Number of cross-functional teams to address college-wide initiatives



STRATEGIC

PLANNING COMMITTEE

Strategic planning is a primary tool to implement our mission, accomplish our vision, and meet the distinct challenges facing Brooklyn College and higher education in the coming years. We are grateful to the Strategic Planning Committee, a diverse group of Brooklyn College students, staff, and faculty, who worked with and analyzed feedback from our stakeholders. With the support of the committee, the college worked to develop a plan built on its unique strengths and aspirations. We thank the committee and the Brooklyn College community that contributed to the Strategic Plan 2024–2029.

CO-CHAIRS

April Bedford, Provost and Senior Vice President for Academic Affairs

Alan Gilbert, Senior Vice President for Finance and Administration

MEMBERS

Noam Abrahams, Treasurer, Undergraduate Student Government

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Huda Ayaz, Vice President, Undergraduate Student Government

Shemeka Brathwaite, Program Manager, NYC Men Teach

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