
END-OF-YEAR REPORT
(2011-2012)

EXECUTIVE SUMMARY

The official opening of the School of Business at Brooklyn College occurred August 1, 2011. At the outset, Brooklyn College President Karen Gould assigned Founding Dean Willie Hopkins the responsibility of achieving two strategic goals: (1) Build a strong School of Business and (2) position the School for initial AACSB (Association to Advance Collegiate Schools of Business) accreditation. Progress made toward achieving these goals, during academic year 2011-2012, is highlighted in this report. Goals, performance objectives, strategies, and action items for academic year 2012-2013 are also set forth in this report.

Vince Lombardi, legendary coach of the Green Bay Packers, was quoted as saying “The achievements of an organization are the results of the combined effort of each individual.” Progress made toward achieving the assigned strategic goals is attributed to School of Business faculty, staff and students, to whom my sincere thanks and appreciation are extended. My special thanks and gratitude are extended to my Executive Assistant, Ms. Irene LaClaustra, for going beyond the call of duty and literally "getting her hands dirty" moving furniture and doing a myriad of other unglamorous tasks related to preparing department and faculty offices for occupation. The Dean also wishes to thank President Gould and Provost William Tramantano for their support and confidence that these strategic goals will be achieved.

Strategic Goal #1: Build a Strong School of Business

As a newly formed School of Business, the first steps toward achieving this first strategic goal cover three elements: Structure, Systems, and Strategy. **Structure** represents the form of the School of Business, its people, departments, and functions. **Systems** play a role in how individuals within the School of Business determine appropriate behavior and performance. **Strategy** represents the set of plans, objectives, and decisions that have been made in order to achieve School of Business goals and to further its mission.¹ Each of these elements is presented in the next few pages of this report. These elements are discussed within the context of things done during academic year 2011-2012 to move the School of Business toward achieving strategic goal #1.

Structure

The 2011-2012 structure for the School of Business is shown in **Appendix A**. Currently the School of Business is divided into three academic departments: Accounting, Economics, and Finance & Business Management. The three departments are located on the second floor of Whitehead Hall. Each is equipped with two bulletin boards encasing banners, similar to the ones below, that identify the departments with the School of Business.

School of
BUSINESS Accounting

School of
BUSINESS Economics

School of
BUSINESS Finance & Business Management

Systems

From a systems perspective, the 2011-2012 focus in the School of Business was on laying a foundation that supports change. This foundation is manifested in the form of organizational culture and climate.

Organizational culture is basically a system of knowledge and standards for perceiving, believing, evaluating and acting that serve to relate people to their environmental settings.ⁱⁱ Artifacts (e.g., facilities, offices, furnishings, visible awards and recognition) are the first and most cursory manifestations of organizational culture.ⁱⁱⁱ

Organizational climate is essentially employees' perceptions of what it feels like to work in an organization. Organizational climate experts admonish that a leadership imperative is to first assess climate and then balance it because climate tends to get out of balance when significant change is occurring in an organization.^{iv}

Considering the significant changes that faculty and staff in the newly established School of Business experienced during academic year 2011-2012, a change-supportive culture and a balanced (i.e., healthy) climate are the most important concerns in sustaining this change. Several things were done this past year to create a change-supportive organizational culture and a balanced organizational climate in the School of Business.

❖ **Facilities:** During fall semester 2011, the School of Business' Strategic Planning Team conducted a SWOT (Strength, Weakness, Opportunity, and Threat) analysis. A major weakness identified in the analysis was inadequate facilities. The draft document contains the following quote: "Current classroom and office facilities in Whitehead are simply not those of a respectable business school... Upgrading the physical environment of the School will, in accordance with the *law of broken windows*, upgrade morale and performance." As a response, the following actions (though not exhaustive) were taken:

- ◆ New furniture was purchased for several faculty offices
- ◆ Floors in faculty offices were stripped and waxed
- ◆ Window shades in faculty offices were replaced where needed
- ◆ New desks were purchased and new technology installed for the seminar room in Whitehead
- ◆ Broken and missing tiles were repaired/replaced in classrooms and in faculty offices
- ◆ New air conditioners were installed in faculty and departmental offices where needed
- ◆ Faculty and staff computers and software were upgraded
- ◆ High-speed, networked printers were installed in various locations in Whitehead
- ◆ Space for adjuncts was identified and outfitted
- ◆ Space for student organizations was identified and outfitted

- ❖ **Staffing:** In a 2008 study titled *Predictors of Staff-Supportive Organizational Culture in Assisted Living*,^v it was concluded that adequate staffing was the key to a supportive organizational culture. During academic year 2011-2012 two Gittlesons were hired to bring some relief to the understaffed departments.

In the SWOT analysis conducted by the Strategic Planning Team, a major weakness identified was over-dependence on adjuncts. The draft strategic plan contains the following quote: “Adjuncts may be the ‘low cost’ solution to burgeoning student demand, but there are problems of quality control, and, of course, conflicts with AACSB staffing standards.”

A strategy for overcoming this weakness is to hire more terminally degreed tenure track faculty. As an indication that this strategy is being implemented, one tenure track assistant professor for the Economics Department and one tenure track assistant professor for the Finance and Business Management Department were hired for fall 2012. Both of the new faculty members possess strong research and teaching skills, which are essential for building a strong School of Business.

- ❖ **Rituals:** A major ingredient that goes into the creation of a change-supportive culture has been identified in the management literature as the rituals that are instituted in organizations. Within the context of organizations these rituals are manifested in the form of repetitive significant events such as celebrations, special awards, retirement parties and holiday dinners.^{vi} A major celebration that was instituted at the end of spring semester 2012, which will be an annual School of Business event, was the Faculty and Staff Recognition Luncheon. At this luncheon faculty and staff members were recognized for excellence in teaching, research, and service. Photographs of faculty and staff recognized at the luncheon are shown on the following pages.

All School Meeting

Host:
Dean Willie E. Hopkins

When:
Thursday, May 10, 2012 at 12:30PM

Where:
SUBO Second Floor Bedford Lounge
2900 Bedford Ave, Brooklyn NY, 11210

A Light Lunch will be served catered by the Kosher Heaven

Please R.S.V.P to tstewart@brooklyn.cuny.edu





AY 2011-2012 Excellence Award Recipients

Chun Wang (*Excellence in Research Award*), Hershey Friedman (*Excellence in Service Award*), Veronica Manlow (*Excellence in Teaching Award*), Eileen O'Rourke (*Staff Excellence in Service Award*)

Chun Wang receiving her *Excellence in Research Award*



Hershey Friedman receiving his
Excellence in Service Award



Veronica Manlow receiving her
Excellence in Teaching Award

Eileen O'Rourke receiving her
Staff Excellence in Service Award



14 of the 23 School of Business faculty that published a peer-reviewed journal article in 2011



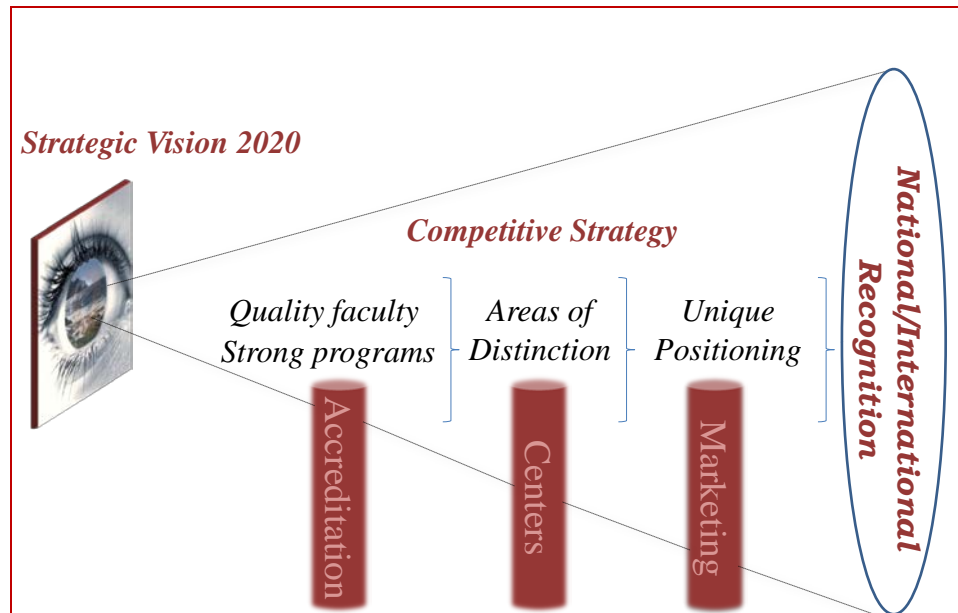
Standing (left to right): Michael Weinstein, Hong-Jen Lin, Hershey Friedman, John Frankenstein, Nakato Hirakubo, Joshua Fogel, Tomas Lopez-Pumarejo, Mitchell Langbert, Clifton Clarke – **Sitting (left to right):** Toby Birnbaum, Chun Wang, Carol Connell, Frimette Kass-Shraibman, and Veronica Manlow



After sharing lunch together, faculty and staff listen to Dean Hopkins as he shares School of Business highlights, accomplishments, and successes during Academic Year 2011-2012.

Strategy

A formal vision statement for the School of Business is expected to be adopted fall 2012. The vision's core message, in its draft form, is that the School of Business essentially seeks to be recognized for excellence in all aspects of its operations. The strategy for gaining this recognition is best described as *differentiation*.^{vii} The self-explanatory graphics shown below depict the content of this competitive strategy. The development of this strategy represents positive progress toward building a strong school of business and earning initial AACSB accreditation.



Strategic Goal #2: Position the School for AACSB Accreditation

Depending on a school's initial preparation, it can take five to ten years to achieve AACSB accreditation. Our goal is to achieve initial accreditation within eight years (*Strategic Vision 2020*). There are several steps involved in the process, with no particular time frame assigned to when each step should begin or end.

- **Step 1:** Become a Member of AACSB
- **Step 2:** Submit Eligibility Application
- **Step 3:** Mentor Assigned
- **Step 4:** Write Self-Evaluation Report
- **Step 5:** Peer Review Team Visit
- **Step 6:** Initial Accreditation

Step 1 was taken during academic year 2011-2012 (refer to membership certificate in **Appendix B**). The process of aligning School of Business resources and programs with AACSB standards also began this past year. Making significant progress toward the completion of the alignment process is the goal before taking Step 2. There are 21 AACSB standards that a business school must meet to achieve accreditation. These standards are subsumed under three major categories: Strategic Management, Participants, and Assurance of Learning. Last year, teams were formed around each of these categories. Progress made toward aligning these standards is described below:

Strategic Management Standards

The strategic management standards verify that a school focuses its resources and efforts toward a defined mission as embodied in a mission statement. Last academic year the Strategic Planning Team drafted a strategic plan for the School of Business, which includes vision, mission, and values statements, long term goals, and a SWOT analysis. Although the plan is expected to be adopted fall semester 2012, this draft represents major progress toward meeting the strategic management standards.

Participants Standards

A direct link exists between a school's mission, the characteristics of students served by the educational programs, the composition and qualifications of the faculty members providing the programs, and the overall quality of the school. Last academic year the Participants Assessment Team took on the task of aligning these standards, with particular emphasis on Standard 10 - faculty qualifications. Specifically, the Participants Assessment Team developed policies designed to encourage faculty to increase the quantity and quality of their publications. Progress toward meeting these standards is evident in faculty research output which, during calendar year 2011, included 43 refereed journal publications, 43 conference presentations or proceedings, 5 books chapters and three books.

Assurance of Learning Standards

This standard requires that learning goals be set, assessed, and revised at a level that encourages continuous improvement in educational programs. During academic year 2011-2012 the Assurance of Learning Team invited a facilitator to the Brooklyn College campus for a day of assessment training. The facilitator is an AACSB expert on assurance of learning/assessment for business schools and has traveled around the world providing this type of training. Twelve School of Business faculty members, the Dean, and the Associate Dean from Baruch College attended the training. The facilitator and the Assurance of Learning Team did an excellent job leading the attendees through an analysis of the learning goals that the team established. Much progress was made toward meeting this standard.

Supporting Activities

Progress made toward achieving the two strategic goals is primarily attributed to activities that have a direct impact on the goals. However, several other activities that have an indirect impact on goal achievement also occurred during academic year 2011-2012. These auxiliary activities result in programs and relationships that are ultimately recognized by peers and competitors as best practices or distinguishing features that enhance a school's image/reputation and demonstrate stability. A few of these supporting activities are described below.

Community Outreach

Fall semester 2011 the School of Business entered into a partnership with the Flatbush Nostrand Junction Business Improvement District (B.I.D) to develop The Flatbush Business Connection (FBC). The purpose of the FBC is to facilitate economic development of the Junction by offering a series of presentations on a variety of topics designed to help local business owners maximize their profits and meet their goals. Dr. Veronica Manlow, a faculty member in the Finance and Business Management Department, is the School of Business representative in the partnership. Dr. Manlow made one presentation in fall 2011 (refer to flyer in **Appendix C**) and two in spring 2012 (refer to flyer in **Appendix D**).

Corporate Relations

- On May 15, 2012 the Dean and two School of Business faculty members (Moishe Zelcer and Stanley Sauber) had dinner with managers from PricewaterhouseCoopers (PWC) LLP, a Big-4 public accounting firm. We generally spoke about the School of Business' accounting program and plans for strengthening the program. This past year PWC hired 28 students from our accounting program; they are happy with the quality of the new hires and want to help ensure that the program remains viable and a fruitful recruiting pool for PWC. We discussed the need to have an advisory board for the Accounting Department and who within PWC might be interested in serving on this board.
- On June 11, 2012 the Dean and Elliot Tannenbaum (Brooklyn College alumnus) went to Ernst & Young (E&Y) Headquarters in downtown Manhattan to meet with two Vice Chairs of this Big-4 accounting firm. Plans to earn AACSB accreditation for the School of Business and how the accounting program fits into this plan were discussed. E&Y has

never recruited at Brooklyn College, basically because BC had not appeared on their “radar” screen. They expressed interest in meeting with staff at the Magner Center to discuss initiating recruiting efforts at BC. One of the Vice Chairs expressed a strong interest in having E&Y attend a networking event that the Magner Center hosts. We also discussed who at E&Y would be a good fit to serve on an advisory board for the Accounting Department. The Vice Chairs said that they would try to determine the number of BC graduates that work for E&Y and identify those who might be interested in reconnecting with BC and the Accounting Program. Generally, the meeting went very well and they were excited about the possibility of developing a relationship with BC

- On July 30, 2012 Maria Conelli (Dean- School of Visual, Media and Performing Arts) and Willie Hopkins (Dean- School of Business) met with Nadja Fidelia (Managing Director, Eland Capital) to discuss program and philanthropic possibilities with various organizations with which she has connections. Ms. Fidelia connected Dean Conelli and Dean Hopkins with the following individuals: **Barbara Berliner**, Managing Director of *Sponsors for Educational Opportunity* (SEO) whose Career Program is the nation’s premier summer internship program for talented students of color. **Anne Erni**, Head of Leadership and Diversity/ *Bloomberg*; **Debbie Goldfarb**, *Barclays Bank Philanthropy Department / Barclays Foundation*. Dean Conelli and Dean Hopkins will follow up on these connections fall 2012.
- On August 9, 2012 Mr. Michael Iadarola (Associate Director Major Gifts for Brooklyn College Foundation) and the Business School Dean teleconferenced with Mr. Anthony Castellanos, who is Global Accounts Lead Partner and Industry Leader at KPMG (Big-4 public accounting firm). As a result of the teleconference, KPMG will attend a future Brooklyn College Business and Accounting Networking Night. The firm will also enter into discussions with the Magner Center about recruiting School of Business accounting students, engage in further discussion with the Dean about KPMG’s Professors in Resident Program, and provide a KPMG representative on the Accounting Department’s Advisory Board.
- On August 15, 2012 Mr. Michael Iadarola (Associate Director Major Gifts for Brooklyn College Foundation) and the Business School Dean traveled to Manhattan to visit with Mr. Jacob H. Yahiaian (BC alumnus), who is Founder and Managing Member of Continental Advisory Services (CAS), LLC. In addition to successfully structuring over \$5 billion in corporate financing in global markets, Mr. Yahiaian has served on the advisory boards of New York University and INSEAD-France. He currently serves on the Executive Council for the School of Management at New York Institute of Technology to help it earn initial AACSB accreditation. During the meeting, Mr. Yahiaian expressed interest in becoming involved, in various capacities, with the School of Business at Brooklyn College to help achieve its strategic goals.

Academic Year 2012-2013 and Beyond

To ensure continued progress toward achieving the strategic goal of positioning the School of Business for AACSB accreditation, the following objectives will be pursued during academic year 2012-2013:

AACSB ACCREDITATION OBJECTIVES:

Objective #1: *Complete and begin to implement strategic plan*

Action Plan: To achieve this objective the Dean will work with the Strategic Planning Team to ensure that the draft plan is in alignment with the Brooklyn College strategic plan and conforms to AACSB standards. When this is accomplished the final draft will be presented to School of Business faculty for comments, approval, and acceptance. This objective will be achieved when faculty has voted to accept the plan

Objective #2: *Complete AQ/PQ and related Policies*

Action Plan: To achieve this objective the Dean will work with the Participants Assessment Team to ensure that the draft policies are in alignment with AACSB Participants standards. When this is accomplished the final draft policies will be presented to School of Business faculty for comments, approval, and acceptance. This objective will be achieved when faculty has voted to accept the policies

Objective #3: *Implement first phase of Assurance of Learning/Assessment plan*

Action Plan: To achieve this objective the Dean will work with the Assurance of Learning (AOL) Team to ensure that the draft plan is in alignment with AACSB Assurance of Learning standards. When this is accomplished the AOL team will assist faculty with implementing the plan. This objective will be achieved when faculty begin to use the plan to assess student learning.

BUILDING A STRONG SCHOOL OF BUSINESS OBJECTIVES:

To ensure continued progress toward achieving the strategic goal of building a strong school of business, setting strategic priorities, long-term goals, performance objectives and action plans for achieving these objectives are necessary. Strategic priorities most relevant to achieving this strategic goal include (1) **Students**, (2) **Faculty and Staff** and (3) **Community Outreach**. For academic year 2012-2013, long-term goals, representative strategies, performance objectives, and action plans associated with these strategic priorities were developed and set forth in the next few pages of this report.

STRATEGIC PRIORITY #1 – STUDENTS

Long-Term Goal: *Prepare students for success in a global business environment*

Strategies: *Offer high quality and industry-informed programs/curricula and extracurricular learning opportunities*

Objective #1: *Sponsor a School of Business event that will help students better understand how to succeed in the global business environment*

Action Plan and Measure – Achieving this objective will involve scheduling regular meetings with the School of Business Student Leadership Council (SLC) to plan the event. During spring and summer 2012 several planning meeting were held and a draft plan of the event was developed (refer to **Appendix E**). The Dean and the SLC will finalize plans for the event at the beginning of fall semester 2012. Success of the event will be measured by feedback from a satisfaction survey that will be distributed to participants.

STRATEGIC PRIORITY #2 – FACULTY & STAFF

Long-Term Goal: *Ensure that faculty and staff are highly qualified and committed to excellence*

Strategies: *Recruit and retain high quality faculty and staff, reward faculty and staff for contributing to student and School of Business success*

Objective #1: *Hire four new tenure-track faculty members*

Action Plan and Measure – Achieving this objective will involve the Dean working with HR and Office of Diversity staff and faculty search committees to ensure that all paperwork is accurately completed and submitted on a timely basis, and assuring that the searches are carried out efficiently and effectively. Success will be measured by our ability to attract and hire the “best” candidates for the positions we are seeking to fill.

Objective #2: *Increase total AQ/PQ ratio by at least five percent*

Action Plan and Measure – The total faculty AQ/PQ ratio for the School of Business in academic year 2011-2012 was sixty-one percent. Achieving this objective will involve the department chairs, along with the Dean, working with faculty members holding doctoral degrees to publish peer-reviewed journal articles. This will also require working with faculty members without doctoral degrees, whether adjunct or full-time, to publish and/or become engaged in external activities such as consulting, serving on corporate boards, etc. Success will be measured by the extent to which the sixty-four percent target is reached.

Objective #3: *Supplement Faculty PSC CUNY Travel Fund by at least \$5,000*

Action Plan and Measure – Total PSC travel funding allocated to the School of Business for academic year 2011-2012 was \$7, 417. This amount was supplemented by PMP funding from the President’s Office in the amount of \$4,000. Although PSC funding for academic year 2012-2013 is expected to be the same as 2011-2012, there is no guarantee that PMP funding will be available. Subsequently, an attempt will be made to supplement faculty travel funding from the OTPS and TS budgets. Achieving this objective will require instituting budgetary controls on OTPS and TS spending within the departments and the Dean’s Office and using projected savings to supplement faculty travel funds. Success will be measured by the amount of savings realized and the extent to which these savings can cover the \$5,000 supplement.

Objective #4: *Complete the upgrade/replacement of furniture in faculty offices*

Action Plan and Measure – During academic year 2011-2012 a faculty workspace assessment was conducted. The assessment indicated that many faculty offices were furnished with very old and inadequate desks, bookcases, and supply storage space. Using a combination of funds from the School of Business and the Provost’s Office, new sets of furniture were purchased for most faculty offices. However, there are still several faculty offices where furniture replacements are needed. Achieving this objective will require instituting budgetary controls on OTPS and TS spending within the departments and the Dean’s Office and using projected savings to upgrade/replace inadequate faculty office furniture. Success will be measured by our ability to secure funding to upgrade or replace furniture in all School of Business faculty offices.

STRATEGIC PRIORITY #3 – COMMUNITY OUTREACH

Long-Term Goal: *Contribute to the economic, educational, and societal advancement of Brooklyn*

Strategies: *Develop and foster positive relationships between the School of Business and the Brooklyn business and greater community, and develop programs and centers of excellence that contribute to the economic, educational and societal advancement of Brooklyn*

Objective #1: *Form Advisory Boards for the Accounting and Economics Departments*

Action Plan and Measure – As mentioned earlier in this report, the Dean has made contact with three of the Big-4 public accounting firms (Ernst & Young, Pricewaterhouse Coopers, and KPMG) to identify potential candidates for the Accounting Department Advisory Board. Similarly, the incoming chair of the Economics Department has made contacts with Brooklyn College Alumni and heads of corporations to identify potential candidates for that department’s Advisory Board. Achieving this objective will involve the Dean and the Chairs of these departments visiting corporations and alumni to identify and recruit board members. Success will be measured by our ability to form boards of six to fifteen members for each department.

Objective #2: *Make ten or more “friend-raising” contacts during academic year 2012-2013*

Action Plan and Measure – A necessary precursor to fund-raising is “friend-raising.” During academic year 2011-2012 the Dean attended several events that allowed him to network with individuals in the Brooklyn and greater New York business community. However, effective “friend-raising” for purposes of cultivating potential donors (whether it is the donation of time, talent, or treasure), entails a more focused effort than networking. As noted earlier in this report, during academic year 2011-2012 the Dean made a total of five “friend-raising” contacts. Achieving this objective will require the Dean to work closely with the Brooklyn College Development staff to identify high net worth individuals, make “friend-raising” contacts, and cultivate them as potential donors. Success will be measured by the number of contacts made and the outcome of those contacts.

Objective #3: *Prepare and submit a proposal to establish a federal-funded Small Business Development Center at Brooklyn College*

Action Plan and Measure – Achieving this objective will involve the Dean working with the President, Provost and Executive Director of Government and External Affairs to identify funding, space, and other resources that will be required components of the proposal. While ultimate success will be measured by the proposal being accepted for funding, completing the proposal will be the measure of whether or not this objective is achieved.

Financial strategy

To earn accreditation, AACSB require schools of business to have a financial strategy. More specifically, schools must:

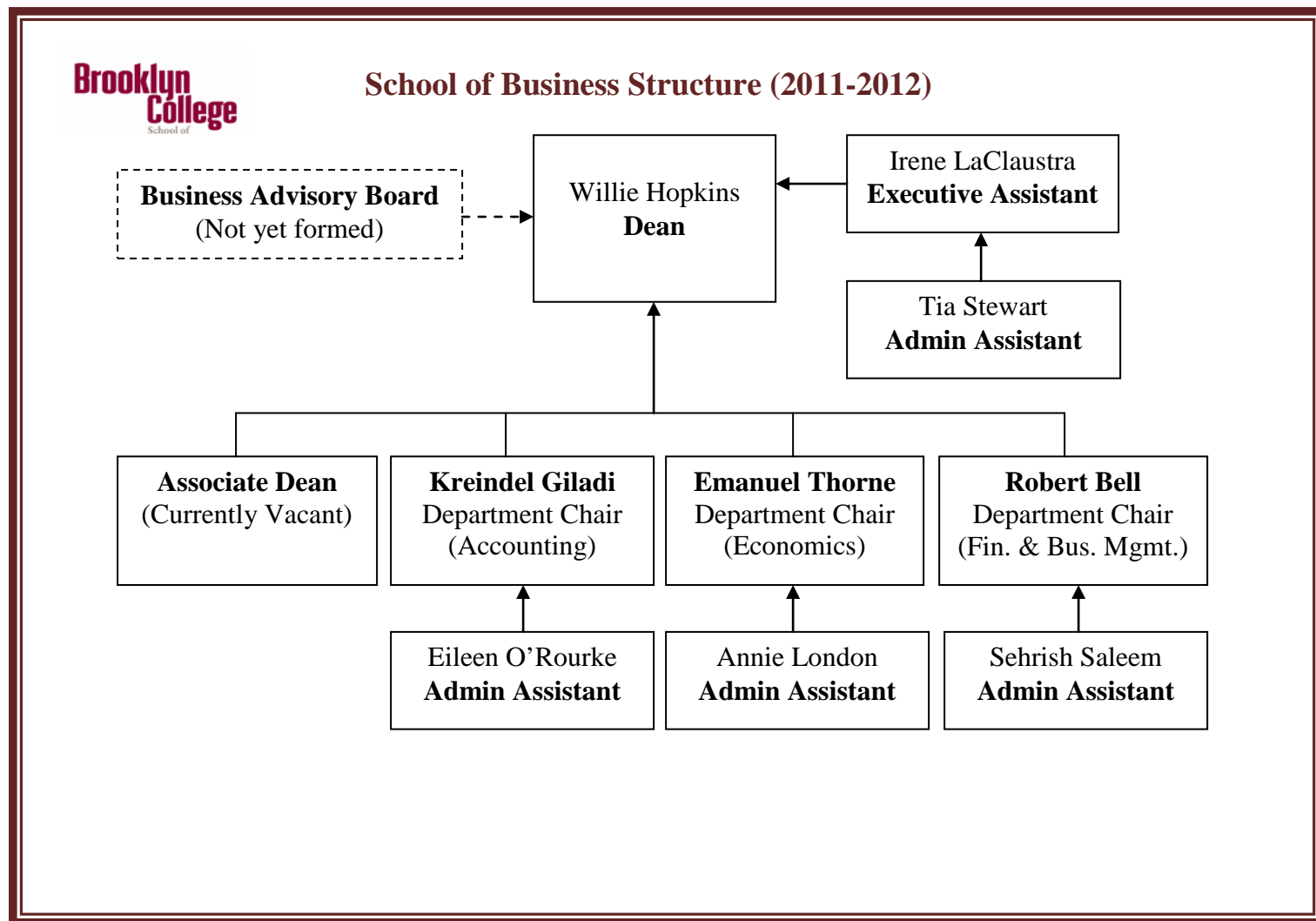
- Analyze carefully the costs and potential resources for initiatives associated with its mission and action items.
- Identify realistic financial support resources for current and planned activities.
- Have sufficient resources to sustain and improve current programs and implement planned programs.
- Show the sources of funding for all major activities and how the resources are allocated.
- Show the anticipated funding sources for improvements and planned new activities.

The financial strategy for the objectives to be pursued during academic year 2012-2013 is captured in **Appendix F**.

SUMMARY AND CONCLUDING REMARKS

Academic Year 2011/2012 was a good year for the School of Business. Although several challenges had to be overcome, change stimulated by these challenges proved to be beneficial in improving the overall climate in the School of Business. Much progress was made and traction is being gained as we move toward achieving the two strategic goals. We look forward to the coming Academic Year and expect that it will be as successful as or more successful than Academic Year 2011/2012.

APPENDIX A



APPENDIX B

THE ASSOCIATION TO ADVANCE
COLLEGIATE SCHOOLS OF BUSINESS



WELCOMES INTO MEMBERSHIP

Brooklyn College of the City University of New York
School of Business

September 2011

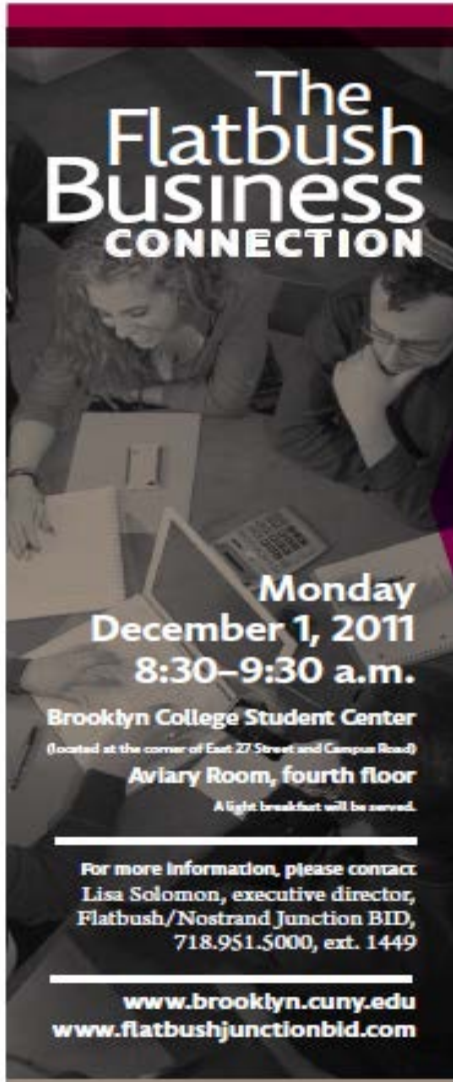
A handwritten signature in cursive script, reading "John J. Fernandes".

John J. Fernandes
President and Chief Executive Officer

A handwritten signature in cursive script, reading "Jan R. Williams".

Jan R. Williams
Chair, Board of Directors

APPENDIX C



The Flatbush Business CONNECTION

**Monday
December 1, 2011
8:30–9:30 a.m.**

Brooklyn College Student Center
(located at the corner of East 27 Street and Campus Road)
Aviary Room, fourth floor
A light breakfast will be served.

For more information, please contact
Lisa Solomon, executive director,
Flatbush/Nostrand Junction BID,
718.951.5000, ext. 1449

www.brooklyn.cuny.edu
www.flatbushjunctionbid.com

The Flatbush Business Connection is a new collaboration between the Flatbush Nostrand Junction BID and the School of Business at Brooklyn College.

The partnership will facilitate economic development of the Junction by offering a series of workshops on a variety of topics designed to help local business owners maximize their profits and meet their goals.

- **MAKE YOUR BUSINESS OPERATIONS MORE EFFICIENT**
- **MAKE YOUR PRODUCTS AND SERVICES MORE MARKETABLE**

The inaugural seminar in the series, “Optimizing Store Layout and Design to Provide a Better Customer Experience: Some Ideas for Flatbush Area Businesses,” will be presented by Veronica Manlow, assistant professor of business and marketing in the School of Business.



APPENDIX D

The Flatbush Business CONNECTION

- Make your business operations more efficient
- Make your products and services more marketable

The Flatbush Business Connection is a new collaboration between the Flatbush Nostrand Junction BID and the School of Business at Brooklyn College.

The partnership will facilitate economic development of the Junction by offering a series of presentations on a variety of topics designed to help local business owners maximize their profits and meet their goals.

For more information, please contact
Patti Hoff, executive director,
Flatbush/Nostrand Junction BID,
718.951.5000, ext. 1449

www.brooklyn.cuny.edu
www.flatbushjunctionbid.com

Wednesday, May 9 9:00–10:30 a.m.

Brooklyn College Library, Room 411
A light breakfast will be served.

MAPPING YOUR BUSINESS FUTURE IN THE JUNCTION

Presented by Veronica Manlow, assistant professor of business and marketing in the School of Business.

What are the opportunities and challenges for businesses in the Junction. An overview of what we know about changing demographics, the profile of the consumer, and his or her attitudes and behaviors. How can businesses meet the demands of existing consumers and reach out to new consumers?

SOCIAL MEDIA MARKETING

Presented by Tomas Lopez-Pumarejo, associate professor of business and marketing in the School of Business.

After a presentation on how businesses can use social media marketing tools to enhance business and to better reach new and current customers, students will be available to work individually with businesses at workstations to explore issues such as creating a website, and using Yelp, Facebook and Twitter.

Wednesday, May 23 9:00–10:00 a.m.

Brooklyn College Library, Room 411
A light breakfast will be served.

STUDENT MARKETING PRESENTATIONS FOR AREA BUSINESSES

Students will present results of a final strategic marketing project aimed at providing suggestions to help businesses connect to and market their services to the Brooklyn College community.

An award for the best student marketing group project for a Flatbush Junction area business will be presented at this event.



School of Business Presents... *Business Matters*

**Thursday
September 13, 2012**

Brooklyn College Student Center

Event Schedule

9:30-10:30

Kickoff Breakfast (Gold Room)

11:00-12:15

Secrets of Success Panel (Penthouse)

12:30-1:30

**Lunch, Entertainment, and Business
Club Showcase (Gold Room)**

2:15-3:30

Rate my Professor Panel (Penthouse)

Business Matters is an annual event that was conceived and is coordinated by the School of Business' Student Leadership Council

Event Sponsors

- Magner Center
- Brooklyn College Foundation
- School of Business
- Student Leadership Council

The purpose of *Business Matters* is to help build strong ties between business students, business faculty, and the business community by providing a forum that facilitates an exchange of ideas leading to professional growth

Participating Student Clubs

- Accounting Society
- Brooklyn Women in Business
- Business Leadership Society
- Fashion Marketing Club
- Investment Club
- Marketing Club
- Nat. Assoc. of Black Accountants
- Social Entrepreneurship Club

**Brooklyn
College**
School of
Business

APPENDIX F

Financial Strategy

Activity	Start Date	First Year Cost or Revenue	Continuing Annual cost or Revenue	Source or Disposition of Funds
<i>Complete and begin to implement strategic plan</i>	Sept. 2012	\$0	\$0	N/A
<i>Complete AQ/PQ and related Policies</i>	Sept. 2012	\$0	\$0	N/A
<i>Implement first phase of Assurance of Learning/Assessment plan</i>	Sept. 2012	\$2-\$3K (to support reader)	\$5-10K	Tax Levy Funding
<i>Sponsor a School of Business event</i>	Sept. 2012	\$2-\$3K	\$0	Tax Levy Funding
<i>Hire four new tenure-track faculty members</i>	Sept. 2012	\$5K (recruiting costs)	\$400k	Tax Levy funding
<i>Increase total AQ/PQ ratio by at least five percent</i>	Sept. 2012	\$2K (faculty development)	\$2K	Tax Levy funding
<i>Supplement Faculty PSC CUNY Travel Fund by at least \$5,000</i>	Sept. 2012	\$5K	\$5K	Tax Levy funding
<i>Complete the upgrade/replacement of furniture in faculty offices</i>	Apr. 2013	\$20K	\$0	Tax Levy funding
<i>Form advisory boards for departments</i>	Nov. 2012	\$0	\$0	N/A

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- ⁱ Burkus, D. 2011. Building the Strong Organization: Exploring the Role of Organizational Design in Strengths-Based Leadership. *Journal of Strategic Leadership*, 3: 54-66.
- ⁱⁱ Allaire Y., & Firsirotu M. E. 1984. Theories of organizational culture. *Organization Studies*, 5: 193-226.
- ⁱⁱⁱ Schein, E. H. 1992. *Organizational culture and leadership*. San Francisco: Jossey-Bass Publishers.
- ^{iv} Tagiuri, R., & Litwin, G.L. (Eds.). 1968. *Organizational climate: Explorations of a concept*. Cambridge, MA: Harvard University Press. [**The world hates change, yet it is the only thing that has brought progress – Charles Kettering**]
- ^v Sikorska-Simmons, E. 2008. Predictors of staff-supportive organizational culture in assisted living. *Journal of Gerontological Nursing*, 34: 15-23.
- ^{vi} Schein, 1992. Op.cit.
- ^{vii} Porter, M. E. 1985. *Competitive advantage*. New York: The Free Press.