



The Murray Koppelman School of Business

STRATEGIC PLAN 2022-2027

**Brooklyn
College**

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INTRODUCTION

Brooklyn College is one of the leading four-year institutions of the City University of New York (CUNY). Since its founding in 1930, Brooklyn College has provided affordable higher education for hundreds of thousands of students who have enjoyed successful careers in private organizations and public services. Today, Brooklyn College is one of the most diverse academic communities in the world, with nearly 15,000 students who come from 150 countries and speak more than 100 languages.

The Koppelman School of Business at Brooklyn College is one of two AACSB-accredited business schools in the CUNY system. We contribute to the mission of Brooklyn College

by providing students with a transformative, innovative, and affordable business education that is respected locally, nationally, and internationally. We create ideas and develop solutions by bringing together people with innovative and varied perspectives and ensuring that our stakeholders have a voice in our collaborative effort toward our mission.

The Koppelman student body reflects the rich diversity of Brooklyn College and our community. With about 2,500 students enrolled in different undergraduate and graduate degree programs, we are serving a community that must balance demanding academic schedules with equally demanding work and family commitments. Our 7,200+ alumni who

work and live in New York City and beyond offer an expansive professional network for mentoring and career opportunities for our students. Our mission to deliver a valuable and distinctive business education is supported by the resources and opportunities provided by Brooklyn College, CUNY, local community, and our networks of alumni and employers from all over the country.

Koppelman is undertaking a significant transformation with a vision of becoming a premier public business school in New York and a destination for cutting-edge business education for students from New York and around the world. We rise to the challenge set forth by business leaders and stakeholders to study the environmental, social, and governance issues impacted by corporate decisions. We are committed to the values and practices of diversity, equity, and inclusion. We are expanding graduate programs in areas of high demand in the digital economy, and strengthening undergraduate core curricula with ethics, technology, analytics, and communication modules. We are improving faculty research productivity and quality, and we are engaging employers, communities, and alumni in all areas of our mission.

The decisions we make about curriculum and program development, faculty and staff recruitment, and community and industry engagement are driven by our commitment to offering our students an exceptional learning environment and excellent career opportunities, which ultimately lead to outstanding social mobility. These decisions

have resulted in new degree programs, executive-student mentoring relationships, networking with faculty, alumni, and business and community leaders. As a result, our stakeholders are playing an increasingly indispensable role in achieving our mission and delivering the outcomes.

The success of the Koppelman School of Business is measured by how well we have prepared our students to think critically, analyze the ethical implications of their decisions, embrace diversity as a positive force in business and community, and compete for careers that offer intellectual challenges and professional growth. We believe that professional and intellectual growth can only be achieved in an environment where respect for different ideas, opinions, effort, and cultures underlies the academic pursuits of students and faculty. Respect is both a value and commitment; it is foundational to our growth, innovation, and transformation values.

These vision and values have guided our strategic planning process. We shared the strategic planning experience with our key stakeholder groups as we moved forward. We are also guided by the AACSB accreditation requirements, the highest quality standard in business school education, during this process. This strategic plan is a product of extensive collaborations among key stakeholders, and a reflection of these values and aspirations of our faculty, students, staff, alumni, and key stakeholders.



MISSION, VISION, AND VALUES

Our Mission

We offer a transformative, distinctive, and affordable business education to students from diverse social, economic, racial, and ethnic backgrounds through innovative curricula, applied and theoretical research, and impactful engagement.

Our Vision

We aim to be a business school of choice for undergraduate and graduate students from the State of New York and beyond who are seeking intellectual challenge and professional development. We invest in students, faculty, and staff and continuously innovate our curriculum to sustain our position as a regional and national leader in business education and research.

Our Values

GROWTH

We are committed to growing as a world-class enterprise that shapes leaders and promotes professional and personal growth and goal achievement of students, faculty, and staff.

RESPECT

We view diversity, equity, and inclusion as our way of life. We treat students, faculty, staff, administration, and community with respect and value our differences.

INNOVATION

We pursue curricular and program innovations that challenge and prepare our students for career success in a rapidly changing social, technological, and economic environment.

TRANSFORMATION

We transform the lives we touch by developing competent and ethical entrepreneurs, professionals, scholars, and leaders, and by supporting impactful engagement with business, community, and society.



STRATEGIC PRIORITIES

To accomplish our mission and realize our vision in this increasingly competitive and dynamic social, economic, and technological environment, the Koppelman School of Business will focus on the following five strategic priorities in the next five years:

- Increasing opportunities for student career exploration, preparedness, and success.
- Developing innovative, relevant, and high-impact curricula and academic programs.
- Increasing faculty diversity and providing support and opportunities for faculty success.
- Expanding opportunities for impactful community, business, and global engagements.
- Growing financial resources, brand recognition, and alumni affinity.

INCREASING OPPORTUNITIES FOR STUDENT CAREER EXPLORATION, PREPAREDNESS, AND SUCCESS

Goals

- Expand experiential learning opportunities, certificate programs, short courses, boot camps, summer internships, and opportunities.
- Embed career preparedness and exploration into academic programs through curricular and co-curricular activities, professional development, and preparation of student projects and skills portfolios.
- Build a community of alumni, government, entrepreneurship, and corporate mentors for student career support.

Select Initiatives

- Develop partnerships with the Magner Center, Alumni Association, and local organizations



(e.g., Brooklyn Navy Yard, Silicon Alley Brooklyn Chamber of Commerce, and NYC Jobs CEO Council) for career explorations.

- Develop partnerships with major national employers (e.g., Aon, EY, Deloitte, KPMG, PwC, Bloomberg, New York City) for targeted internship and employment programs.
- Recognize and reward faculty and students who participate in national and international competitions.
- Host an annual Koppelman School of Business Entrepreneurship Competition.

Metrics

- Number of career-oriented events and programs on campus (e.g., Business Matters! Business Summit, Beta Gamma Sigma, student club events).
- Number of students who participated in experiential learning opportunities.
- Number of students who secured internship positions and/or job offerings before graduation.

- Number of students who participated in local, national, and international competitions.

DEVELOPING INNOVATIVE, RELEVANT, AND HIGH-IMPACT CURRICULA AND ACADEMIC PROGRAMS

Goals

- Advance curricular innovation in foundational and major courses.
- Develop micro-credentials, certificates, concentrations, and online programs.
- Develop high-demand degree and executive education programs.

Select Initiatives

- Implement analytics, technology, and communication elements in undergraduate and graduate curricula.
- Develop essential business knowledge courses for all students across campus.



- Develop online/hybrid micro-credential and certificate programs in emerging and high-demand sectors and markets.
- Develop online/hybrid graduate programs in taxation, data analytics, entrepreneurship, digital marketing, and applied economics areas.
- Develop interdisciplinary master's programs with schools across the campus.
- Develop executive master's programs in high-demand areas.
- Number of new on-campus, online, or hybrid academic programs launched and students enrolled.
- Number of curriculums and courses reviewed, revamped, or redesigned.

INCREASING FACULTY DIVERSITY AND PROVIDING SUPPORT AND OPPORTUNITIES FOR FACULTY SUCCESS

Goals

- Recruit, retain, and develop a diverse community of faculty and scholars.
- Support, recognize, and reward faculty teaching, research, and services.
- Increase external visibility of faculty.

Select Initiatives

- Develop, implement, and sustain policies

Metrics

- Student performance in quantitative, technical, and communication areas in outcome assessments.
- Number of micro-credentials, certificates, and summer programs offered and student enrolled.



and practices that foster diversity, equity, and inclusion.

- Strengthen faculty mentorship system to assist tenure, promotion, and career advancement of all faculty members.
- Recognize and reward faculty for working with the community, sharing expertise, and solving business problems through experiential learning or consulting opportunities.
- Recognize and reward faculty for outstanding research and publications as well as professional service activities.
- Recognize and reward faculty for integrating their research into teaching and doing research with students.
- Continue the KSB Faculty Research Seminars for sustaining thought leadership and research culture.

Metrics

- Percentage of underrepresented minority faculty at school and department levels.

- Number of scholarly and professional publications and publications in ranked journals.
- Number of Faculty Research Seminars (school and department levels) offered.
- Number of faculty receiving research, teaching, and service awards and recognitions.
- Number of faculty presentations at national and international conferences and meetings.

EXPANDING IMPACTFUL COMMUNITY, BUSINESS, AND GLOBAL ENGAGEMENTS

Goals

- Engage key stakeholders in the school governance.
- Develop strong KSB presence in the local community.
- Build global partnerships for degree programs, research, and student exchange.



Select Initiatives

- Establish Dean's Advisory Council (Industry, Community, and Alumni).
- Establish Dean's Faculty and Staff Advisory Council.
- Establish Dean's Student Advisory Council (Student Leadership Council).
- Engage business and local communities through events and conferences.
- Engage social, traditional, and digital media to promote school activities.
- Increase international student exchange programs.
- Develop joint or dual degree programs with global institutions.
- Develop joint research initiatives with faculty in global institutions.

Metrics

- Number of students and faculty participating in international exchange

and engagement programs.

- Number of student-focused and community-focused events and activities.
- Number of joint research initiatives with national and global partners.
- Number of faculty serving in advisory positions to government agencies and businesses.
- Number of faculty serving leadership roles in national and international organizations.
- Number of media reports about the engagement and impact of faculty and students.

GROWING FINANCIAL RESOURCES, BRAND RECOGNITION, AND ALUMNI AFFINITY

Goal

- Grow endowment funds and other restricted and unrestricted funds to support strategic initiatives.



- Intensify marketing and promotion of the Koppelman brand at local and national levels.
- Increase the annual donations from alumni, supporters, and industry partners.
- alumni, industry partners, recruiters, and AACSB schools.
- Increase media exposure about students, faculty, staff, and alumni success stories.

Select Initiatives

- Continue to cultivate relationships with major individual and corporate donors.
- Fundraise for scholarships, endowed chairs, endowed departments, and endowed labs.
- Publish a quarterly electronic newsletter “Koppelman Today” on current school affairs and distribute it to all donors, alumni, industry partners, and recruiters.
- Publish an annual print and electronic versions of the “Koppelman Business” magazine and distribute it to all donors,

Metrics

- Total amount of unrestricted and restricted funds raised.
- Number of donors who give funds to the school for various purposes.
- Number of stories about students, faculty, and staff accomplishments in the media.
- Number of alumni-focused and donor-focused events and activities.

STRATEGIC PLANNING PROCESS

Strategic Planning Committee

Department of Accounting

Professor John Paul

Department of Business Management

Professor Charles Stone

Professor Carol Connell, Committee Chair

Student Advisement

Zina Sharperson, Senior Academic Adviser

Department of Economics

Professor Merih Uctum

Department of Finance

Professor Mina Glambosky

Student Leadership Council

Rimsha Azhar, Marketing Director

Strategic Planning Process

Faculty and key stakeholder involvement are crucial to our shared future and the strategic planning process, as reflected in this summary of key dates and milestones:

Dates Milestones

09/2019 All-Faculty retreat focuses on key issues on mission, vision, and values.

10/2019 Strategic Planning Committee members are charged, and work begins.

11/2019 Initial drafts are shared at department meetings.

12/2019 All-School Meeting focuses on Mission, Vision, and Values.

02/2020 Rework follows discussion during department meetings.

08/2020 The new dean shares his strategic vision, which is incorporated into the draft.

09/2020 The committee is expanded to include staff and student representation.

09/2020 Faculty, students, and alumni provide feedback on the strategic plan draft.

11/2020 Department meetings review strategic priorities and goals.

02/2021 A revised draft is shared with the departments before the All-School Meeting.

04/2021 The latest draft is shared with the Dean's Advisory Council. Request for metrics triggers summer revision of the plan.

06/2021 A revised draft is shared with the school leadership team for review and comments.

09/2022 The faculty and staff approve final draft of the strategic plan.



Brooklyn College

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