

# COLLEGE SCORECARD

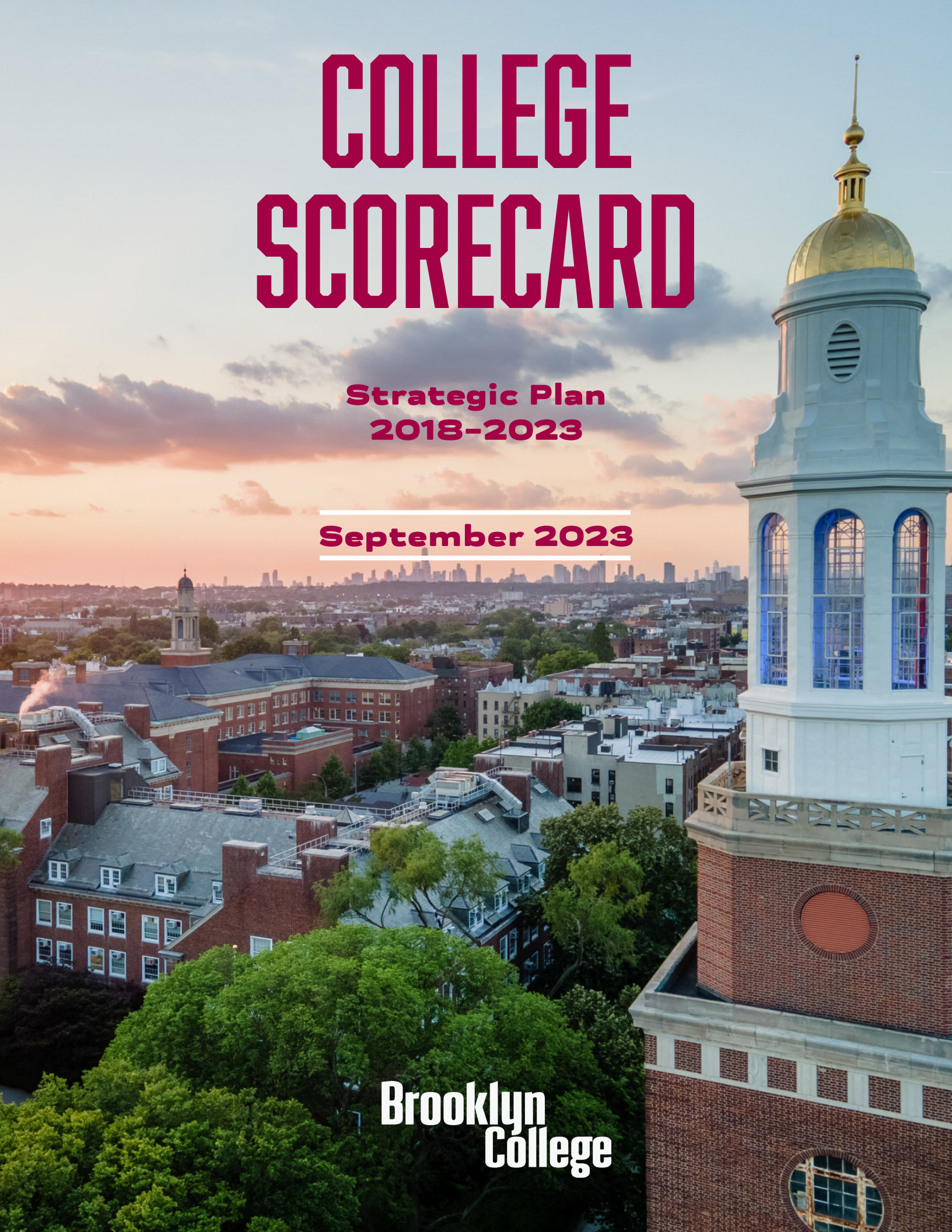
**Strategic Plan  
2018-2023**

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**September 2023**

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**Brooklyn  
College**



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## INTRODUCTION

The Brooklyn College community developed its 2018-2023 Strategic Plan through an inclusive and transparent process. The plan was not designed to sit on a shelf. It provided the College with a roadmap and has been considered a living document. Based on the results of a college-wide survey of its stakeholders, the University Strategic Framework, and the University Performance Management Process, a set of strategic action priorities were developed and a set of key performance indicators and targets were articulated.

As the College was making significant progress toward attaining its goals in the second year of the multi-year plan, the COVID-19 pandemic shook the world in unimaginable and unprecedented ways. In March of 2020, New York City became an epicenter of the virus, shutting down all non-essential businesses and implementing a stay-at-home order<sup>1</sup>. With students, faculty, and staff required to remain at home, Brooklyn College moved swiftly into an online teaching, working, and learning environment.

The College undertook a remarkable effort to support the transition to this new environment. Faculty and students were required to pivot from a predominately in-class, traditional classroom environment to an entirely online learning environment. Faculty and staff demonstrated a commendable commitment to aid in the transition. For example, Information Technology Services (ITS) and Academic Information Technologies worked diligently to provide students, faculty, and staff with the equipment needed as they adapted to the technology required to fulfill their responsibilities and offer student services in alternative ways. ITS also developed the Automated Call Distribution (ACD) System and the Helpdesk, fielding 209,780 calls and emails from spring 2020 to spring 2023. Blackboard, the College's learning management system, logged 31,035 help requests to which staff tirelessly responded. Student Affairs, with the support of Survey Research Services, received 2,970 student help requests. The Roberta S. Matthews Center for Teaching and Learning (CTL) was called upon to provide training in online pedagogy and best practices. From spring 2020 through spring 2023 more than 1,728 remote assistance inquiries were handled by CTL staff. This is but a sample of the vast effort to which every unit contributed to keeping the Brooklyn College "doors" open.

While these efforts were exemplary, Brooklyn College was not immune to the magnitude of the impact of the COVID-19 crisis. Enrollment has always been a priority of the College and was fairly strong and consistent at the time that the 2018 Strategic Plan was written. However, the pandemic stifled enrollment nationwide and the College experienced a significant decline across all schools. Despite this challenge, the College continued to stay true to its mission and pursue the objectives of its Strategic Plan.

A summary of the College's attainment of its strategic goals is presented within this scorecard.

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<sup>1</sup> [https://www.cdc.gov/mmwr/volumes/69/wr/mm6946a2.htm?s\\_cid=mm6946a2\\_w](https://www.cdc.gov/mmwr/volumes/69/wr/mm6946a2.htm?s_cid=mm6946a2_w)

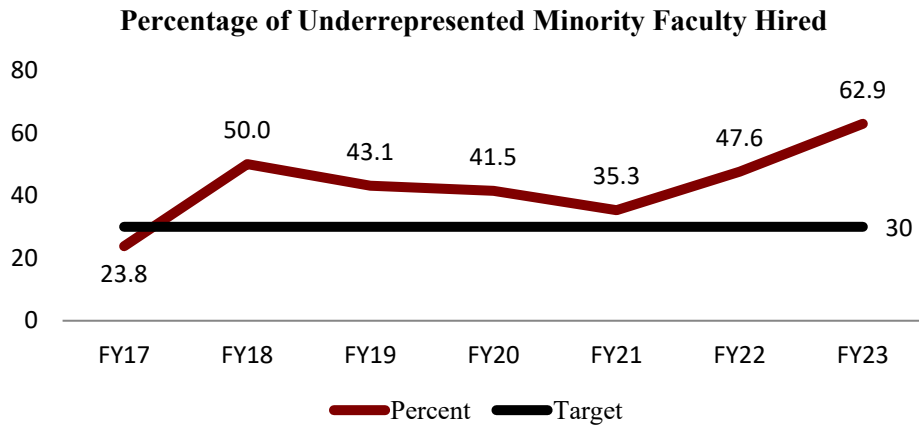
# Goal 1. Enhance Our Academic Excellence

## Key Accomplishments

- The provost, deans, chairs, departments, and Faculty Council critically examined undergraduate and graduate academic offerings to ensure that the curricula, majors, and programs reflect emerging knowledge and skills and deliver academic excellence and value to our students.
- The Office of Diversity & Equity Programs supported chairs and faculty in developing discipline-specific and department-focused affirmative action plans for tenure track, lecturer, substitute, and adjunct faculty.
- The Center for Teaching and Learning facilitated the development and implementation of pedagogy enhancement plans at the school, department, and program levels and created opportunities for instructors to receive training in best practices for excellent teaching and mentoring of students in an online teaching and learning environment.
- Resources for the Office of Research and Sponsored Programs were increased to meet the needs of faculty across the College.

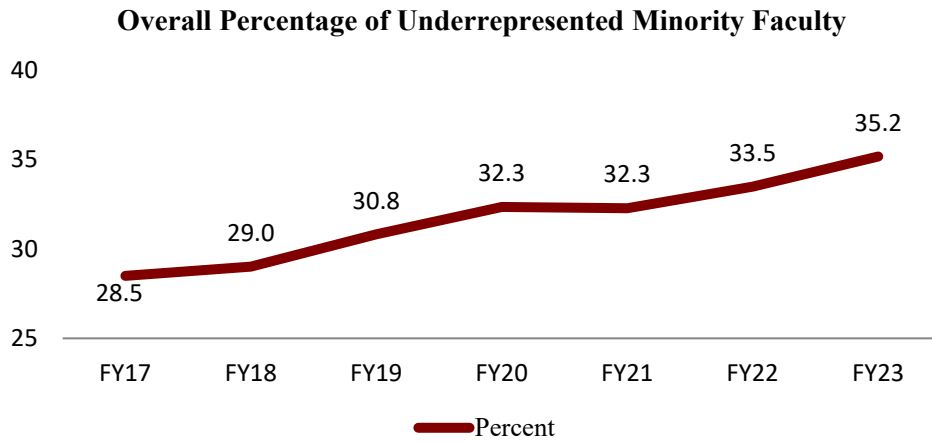
## How We Measure Success

- Brooklyn College faculty developed periodic program review guidance aligned with the University Board of Trustees and the Middle States Commission on Higher Education standards, implemented a reporting cycle, and is in full compliance with the Program Review schedule<sup>2</sup>.
- The percentage of underrepresented minority faculty hired each year rose from 23.8% to 62.9%, trouncing our target with an extraordinary increase of 164%.

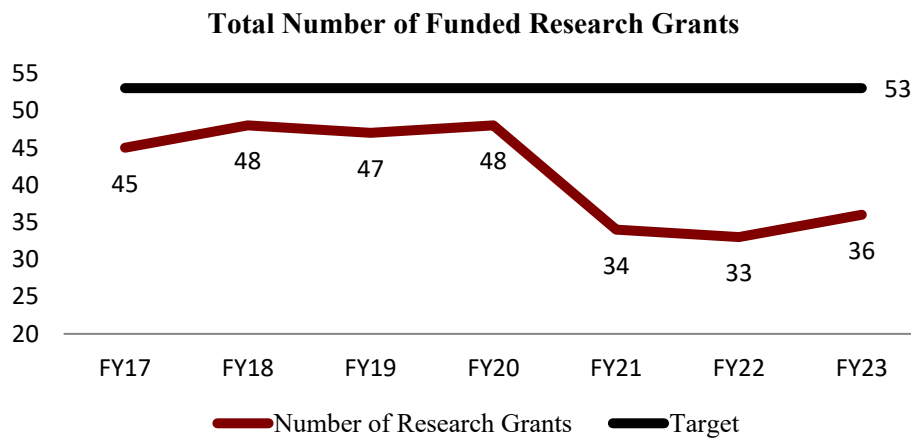


<sup>2</sup> <https://www.brooklyn.edu/wp-content/uploads/PROVOST-IE-Program-Self-Study-Schedule.pdf>

- The increased percentage of minority faculty hired has impacted the demographics of full-time faculty, increasing the percentage of URM faculty from 28.5% (FY17) to 35.2% (FY23).



- We aimed to increase the number of funded research grants from 45 to 53. However, the number of funded research grants fell to 36 (preliminary result) as faculty were focused on teaching online.



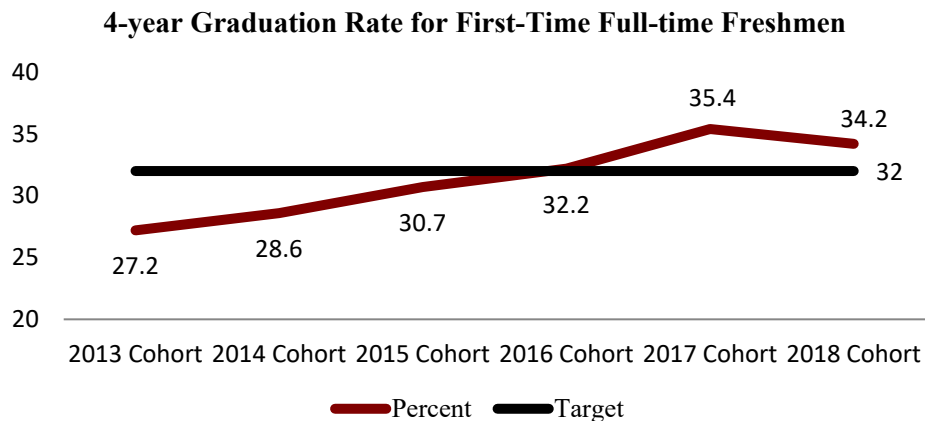
## Goal 2. Increase Undergraduate, Master's, and Doctoral Students' Success

### Key Accomplishments

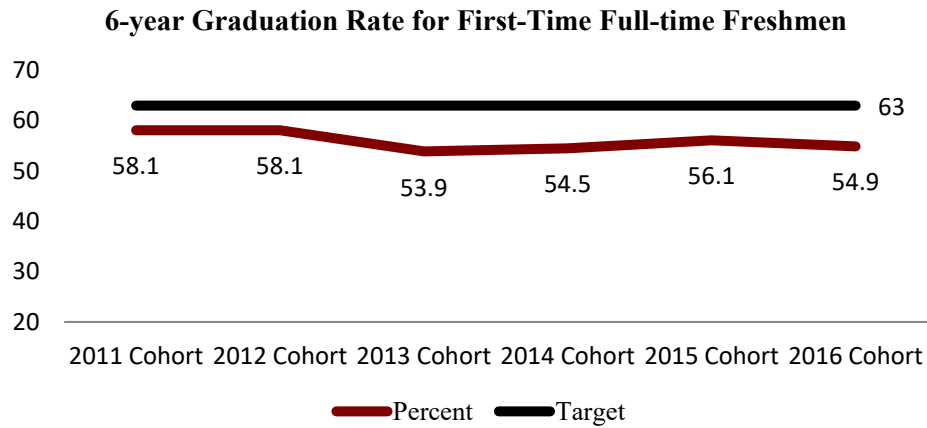
- The Enrollment Management division implemented a comprehensive admission, retention, and graduation plan to facilitate full-time students' access to 15 credits per semester and 30 credits per year.
- School Deans created a resource for students seeking to engage with faculty in research that aligned students' interests with faculty areas of expertise.
- The Office of Financial Aid, the Office of the Bursar, and the Office of Scholarships streamlined internal processes to enable more students to take advantage of financial aid and scholarships and those offices developed an emergency assistance program for students in need.
- The Brooklyn College Foundation, working in collaboration with the Office of Financial Aid, raised funds to establish completion and continuation grants that assist students with financial challenges to staying enrolled and complete their degrees.
- The Office of Student Affairs increased its counseling and mental health services.
- Food pantry hours were increased to address food insecurity needs of Brooklyn College and other CUNY students.
- Institutional Technology developed an infrastructure to facilitate the transition to a fully online teaching, learning, and remote work environment at the onset of the pandemic and continue supporting all constituencies.

### How We Measure Success

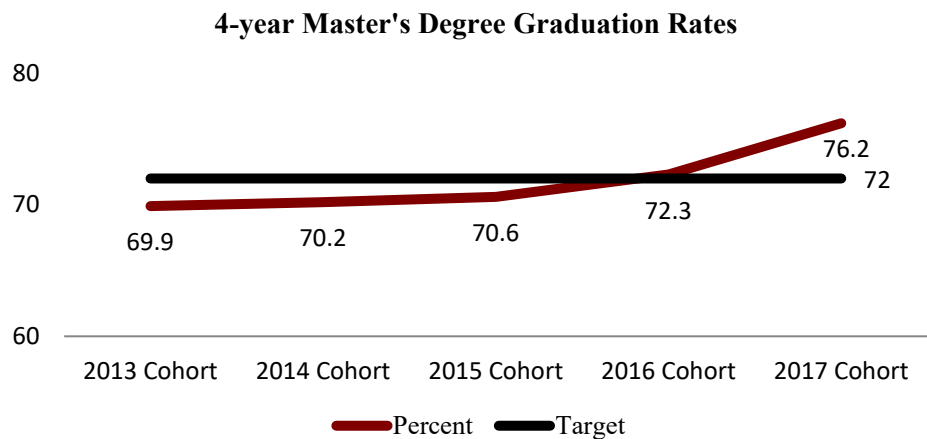
- The on-time four-year graduation rates for first-time, full-time freshmen increased from 27.2% to 34.2%, surpassing our target.



- We aimed to increase the 6-year graduation rate to 63% for first-time, full-time freshmen. However, it instead decreased from 58.1% to 54.9%.



- We provided student support in an attempt to decrease the gaps in student success by race/ethnicity, gender, and transfer status by 50% (from -12% to -6% for Black, Latino and Native American students). However, the pandemic exacerbated those gaps, which increased by about 1%.
- The master’s four-year graduation rate increased from 69.9% to 76.2%, strongly exceeding our target of 72%.



## Goal 3. Educate Students for Fulfilling Work and Leadership in Their Communities

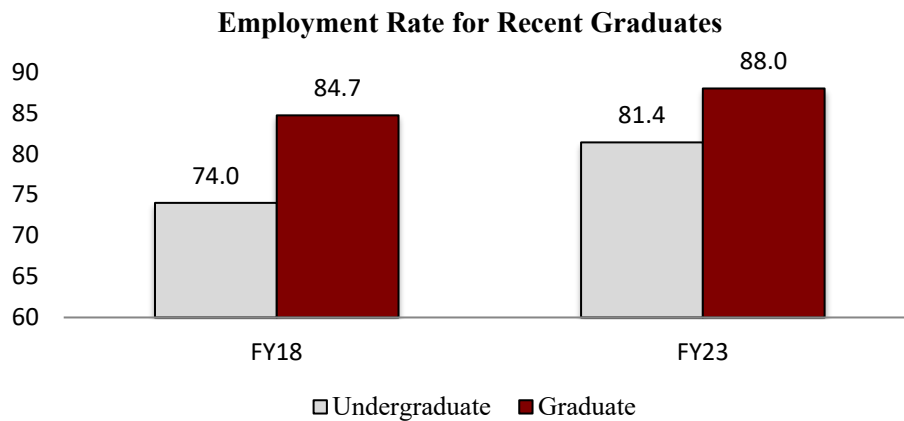
### Key Accomplishments

- The Magner Career Center developed a range of in-person and virtual programs and an on-demand video series to expand student utilization of its career development services. The Center also launched an early engagement series of career events for prospective Brooklyn College students.

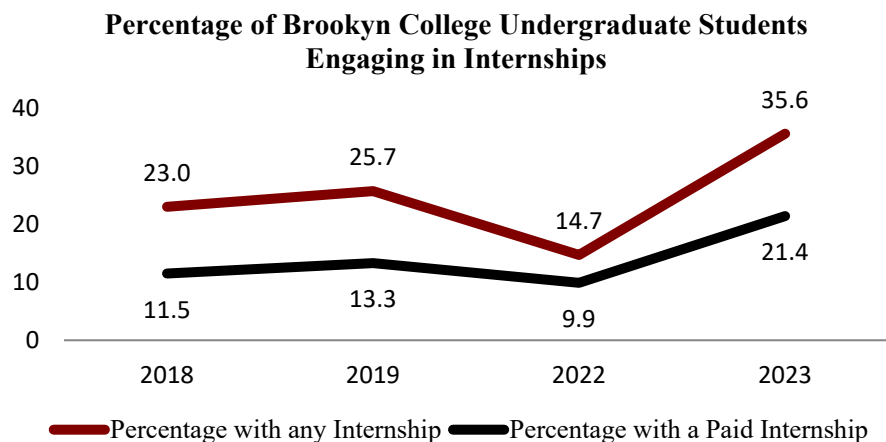
- The Career Center worked in collaboration with the Brooklyn College Foundation to raise funds that expanded internship stipends for undergraduate and graduate students.
- The Career Center launched the Brooklyn College Career Partners program to expand and deepen engagement with companies recruiting Brooklyn College students.
- Career maps were developed for all undergraduate and graduate departments.
- The Career Center worked in collaboration with the Office of Alumni Engagement to increase the numbers of alumni career mentors for Brooklyn College students and also to initiate virtual career guidance sessions for alumni.

## How We Measure Success

- The percentage of recent graduates who are employed or pursuing additional education increased from 74.0% to 81.4%, strongly exceeding our goal of 78%; the percentage of recent master’s students who are employed or pursuing further graduate education increased from 84.7% to 88.0%, meeting our goal.



- The percentage of students who participated in an internship increased from 23% to 36%, strongly exceeding our target of 27%; the percentage of students engaging in a paid internship similarly increased.





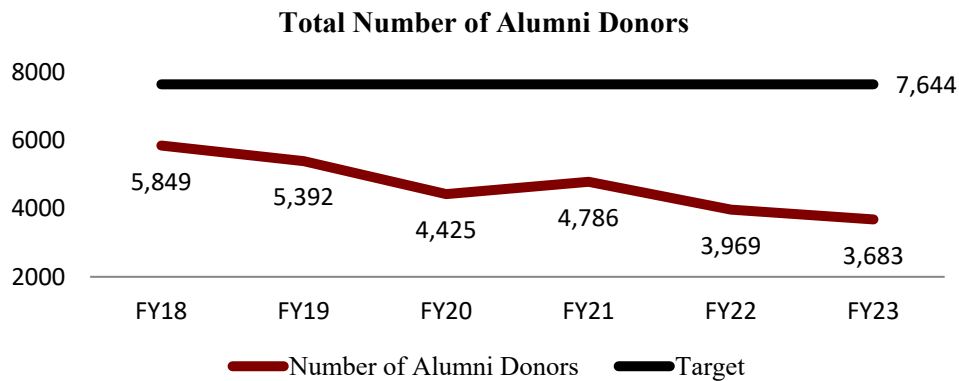
# Goal 4. Develop a Nimble, Responsive, and Efficient Structure to Serve Our Students and Carry Out Our Mission

## Key Accomplishments

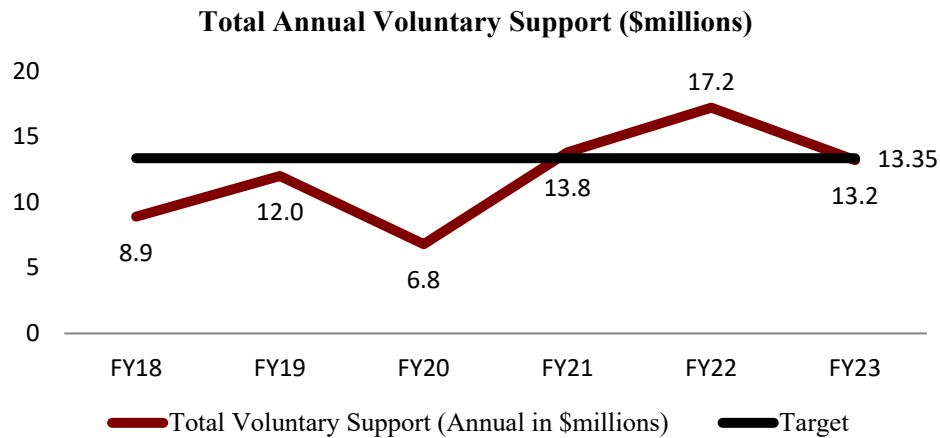
- Human Resource Services and the Office of Diversity & Equity Programs offered professional development opportunities for faculty and staff with an emphasis on leadership, service, diversity, equity, and inclusiveness.
- Collaborative efforts between Information Technology Services, administrative units, and academic departments resulted in computerized routine tasks compatible with CUNY-wide systems.
- The offices of the President, Government and Community Relations, and Institutional Advancement increased financial support for Brooklyn College.
- The Office of Finance & Administration and the Office of Facilities, Planning & Operations engaged in a comprehensive review of campus systems, buildings, and grounds and developed a plan to address Brooklyn College needs with available funding.

## How We Measure Success

- Staff participation in professional development opportunities increased by 276% (413 to 1,555 staff/faculty training seats), greatly exceeding our target of a 20% increase.
- Unrestricted revenues decreased from \$114,446,255 to \$98,455,334, falling below our target of \$120,193,018.
- The college has a total of 3,683 alumni donors, greatly falling below our target of 7,644. The decline in small-gift donors is largely attributed to the pandemic-related economic uncertainty and the lack of in-person alumni events. While the number of alumni donors decreased, the total unrestricted dollars contributed by alumni to the annual fund grew by 15% over the same period while overall voluntary giving also increased significantly.



- External funding (donor, grant and foundation support), increased from \$8.9 million in FY18 to \$13.2 million in FY23, effectively meeting the FY23 target of \$13.35 million and greatly exceeding the target in FY22 at \$17.2 million, an over 50% increase above the FY18 baseline.



- Student satisfaction with campus facilities increased by 11% according to the University Student Experience Survey administered in the spring 2022, exceeding our 5% target increase.

## Goal 5. Leverage Brooklyn College’s Reputation for Academic Excellence and Upward Mobility

### Key Accomplishments

- The Office of Marketing and Communications launched a weekly *BC Brief* e-newsletter and a *Best of BC* profile series to celebrate the success of students, faculty, staff, and alumni; the office also assisted with developing e-newsletters for the Division of Student Affairs and the Office of Diversity and Equity.
- The Office of the President, Academic Affairs, Institutional Advancement, and Communications and Marketing engaged in a national conversation about accessibility, diversity, excellence, and social mobility in higher education.

### How We Measure Success

- The Office of Marketing and Communications developed a comprehensive branding and admissions marketing campaign to showcase our mission and enhance our reputation for academic excellence and upward mobility.
- The Office of Marketing and Communications developed and launched a new website that is prospective student-focused, showcasing the reasons student would want to attend Brooklyn College.
- With support from the Association of American Colleges and Universities, the Office of Institutional Effectiveness developed a web podcast series recognized with a 2023 APEX Excellence Award for its platform featuring discussions with national leaders regarding higher education policies and accreditation.

- Brooklyn College became the top ranked institution among campuses in the North Region for the most ethnic diversity on its campus, and has maintained this designation for six consecutive years.<sup>3</sup>
- In a national study conducted by CollegeNet, Brooklyn College was recognized as a leader in elevating students from low-income backgrounds to well-paying jobs, and list the other social mobility rankings and rankings for financial aid, biggest bang for your tuition buck and best value college.<sup>4</sup>

## Conclusion

The pandemic greatly damaged the College's enrollment, and current freshman numbers still fall short of those from before the crisis. Despite these extraordinary challenges, Brooklyn College achieved the majority of its 2018-2023 Strategic Plan Goals.

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<sup>3</sup> <https://www.brooklyn.edu/bc-news/u-s-news-world-report-again-ranks-brooklyn-college-among-best-colleges/>

<sup>4</sup> <https://socialmobilityindex.org>