

ASSESSMENT OF INSTITUTIONAL EFFECTIVENESS  
Review of the 2007-2012 Strategic Plan  
Planning and Assessment Council, June 2013.  
The Cooper Union for the Advancement of Science and Art

**GOAL A. Ensure faculty strength by appropriately expanding the size of the faculty and by providing effective, ongoing professional development for faculty members.**

*A1. Establish ten new endowed faculty chairs within the five-year plan period.*

Not achieved. No new endowed chairs were established.

*A2. Create a net increase of ten full time or proportional faculty lines.*

Not achieved. New full time and proportional were hired over the period of the strategic plan but only into existing lines. Overall there was a net decrease in full time faculty (four) and proportional (one).

*A3. Ensure that members of underrepresented groups are actively pursued and encouraged to apply for open faculty positions and, through the existing faculty search processes, increase the diversity of faculty at all levels.*

Not achieved.

*A4. Develop new policies for faculty release time, collaborative and team teaching over the next three years.*

Not achieved.

*A5. Develop and recommend new guidelines for desired class sizes for each category, i.e., studio, laboratory or lecture course over the next two years.*

Achieved. In The School of Art maximum number of students per class is now officially capped at 15 and minimum is set at 10 for non-prerequisite courses, however in some studio courses faculty may have classes considerably larger. In the School of Engineering class size has been generally determined by the new accommodations in 41CSq. Non-physics lectures are set at 30 though may rise to 35. Laboratory courses are limited for safety and facilities to normally 16 maximum. In Humanities and Social Science core courses student enrollments are now capped at 18, down from 20.

*A6. Define a comprehensive ongoing program for intellectual and professional growth, including competitively awarded grants. Establish sufficient internal support and institutionalize the program through the budgetary process over the next two years.*

Not achieved. With the exception of the Benjamin Menschel Faculty Fellowship, that funds curriculum development projects for the development of new courses involving collaboration between members of at least two of the four Faculties at The Cooper Union, there have been no additions to grants or programs contributing to intellectual and professional growth.

*A7. Provide increased support to enhance faculty opportunities to secure external fellowships and grants for scholarship, research, and creative work, and for faculty-student collaborations over the next five years.*

Partially achieved. The C. V. Starr foundation now provides support for all faculties seeking institutional grants.

*A8. Plan expanded access to pedagogical support for faculty, including access to technology-based teaching tools, language arts and communication skills, over the next two years.*

Partially achieved. Renovation of The Foundation Building improved the facility of some classrooms up to the same level of pedagogical technology as 41CSq, the new academic building, opened in 2009. The Strategic plan period saw the full roll-out and widespread adoption of Moodle as the learning management software and the assignment of a member of the IT department to handle system maintenance and faculty support.

*A9. Plan professional development opportunities for faculty, including seminars dealing with co-curricular needs such as communications skills, student mentoring, effectiveness with diverse student populations, ongoing.*

Not achieved.

*A10. Establish an institution-wide faculty task force to review the governances and recommend changes that ensure fair and consistent policies and practices over the next three years.*

Not achieved. Though no task force was created, three faculties (Art, Engineering and HSS) worked on revisions to their own governance within the time period covered by the strategic plan.

*A11. Review curriculum priorities annually and make recommendations for specific faculty lines and determine pedagogical support needs and priorities annually.*

Partially achieved. The curriculum committees of each of the Schools and HSS review priorities annually as a matter of course and forward needs via the Deans as part of the current budgeting process. However this the language of this goal suggests as an additional level of oversight that was not implemented.

*A12. Reorganize the Cooper Union Research Foundation as the C.V. Starr Research Foundation at Cooper Union over the next year. Offer competitive faculty grants to support research proposals and provide facilities needed for those that are successful. Focus on research and scholarly activity across the institution, including interdisciplinary work. Offer an organizational support structure for research centers.*

Achieved. This was accomplished through several legal procedures in 2008. All research centers have a director that report to the C. V. Starr Research Foundation. All administrative tasks are covered centrally through the Foundation office and, in addition, the Foundation covers Architecture, Art, and HSS rather than an exclusive focus on Engineering. In addition, effective September 1, 2010 a total of \$56,000 for competitively awarded research monies, was made available to all faculty, not only engineering as in the past. The limit for each faculty member is \$4,000 per year for monies related to courses and projects combined.

**GOAL B. Continuously renew academic programs and curricula, while expanding the focus on interdisciplinary and international studies.**

*B1. Conduct an assessment of opportunities offered by the new facilities and propose allocation of resources to capitalize on those opportunities beginning with the budget process for academic year 2010.*

Achieved.

*B2. Review changes taking place in individual academic units to assess the impact of aggregate changes on the overall student undergraduate experience and to recommend institution-wide curriculum initiatives, improvements in productivity and elimination of duplicate courses or other efforts, biennially.*

Partially achieved. The review of student undergraduate experience is the work of faculty standing committees as well as the office of the Dean of Students but the language of this goal suggests the implementation of additional, institution-wide review and there is none. The faculty-student senate has been re-activated, and a subcommittee investigating the possibility of cross-disciplinary course work has been initiated.

*B3. Conduct comprehensive, rigorous reviews of the each curriculum biennially, examining the alignment of programs with advances in the professions, the needs of society and with other academic goals.*

Not achieved. Review of some of the specified goals is undertaken in the perennial work of the curriculum committees and review of academic goals is always part of the professional accreditation process. However the biennial specification suggests another formal process that has not been implemented.

*B4. Plan programs and practices to stimulate and facilitate greater intellectual engagement and collaboration of faculty across disciplinary boundaries over the next two years, and develop and expand interdisciplinary initiatives already underway.*

Not achieved within the time frame specified. However some progress was made over the strategic plan period including the inauguration of the Menschel faculty award grant and expansion of the Menschel Award for students who work with faculty across the institution. In architecture, The Feltman Seminar in Lighting is now designed as a course that sets aside enrollment of students from the three schools.

*B5. Further develop and implement initiatives aimed at offering program concentrations for students over the next two years.*

Partially achieved. Since the Middle States Self-Study, a minor in HSS, in the fields of art history, literature, or history and society, has been made available to Cooper students. Only the School of Architecture has agreed to permit its students to take advantage of the program. More than a dozen Architecture students have applied to the program, and several have now graduated.

In the School of Engineering, a Mathematics minor was created in 2009 for students interested in pursuing advanced degrees in mathematics, as well as applications in mathematics.

*B6. Ensure that a Cooper Union education reflects the growing importance of globalization and offers meaningful intellectual experiences that are international in scope over the next three years.*

Partially achieved. Most changes to the syllabi of required courses in the four faculties reflect this concern over the strategic plan period. In addition the experience of the faculty, the origins of the students, and the educational resources of New York City also shift educational perspectives in a global direction. The School of Architecture's four semester History sequence is global in scope, and incorporates study of the great works of non-western architecture into the syllabus of each semester. In HSS, new courses include the interdisciplinary social science course Cooper Union World Forum, a course on comparative world cities and the history of the modern Middle East. The Art History requirement has been reworked to require electives in non-western art. In the School of Engineering many courses account for global impacts.

*B7. Expand opportunities for students to study a range of foreign languages.*

Not achieved. The language instruction program within Humanities and Social Sciences was suspended in 2009 but a relationship with Eugene Lang New School for Foreign Language course enrollments allows 15 students a semester foreign language instruction.

*B8. Build on current programs abroad and increase the number of institutional partnerships to offer rich international experiences to larger number of students with the objective of providing all students the option of an international experience by 2012.*

Partially achieved. The School of Art has had an exchange program for two decades that now brings ca. 20 foreign students to the School each year and sends ca. 15 students abroad. New exchange programs are constantly assessed and considered. Currently exchanges exist with: Gerrit Rietveld Academie, The Netherlands (Amsterdam); Universitat de Barcelona, Spain (Barcelona); Hochschule fur Gestaltung und Kunst (HGK) Switzerland, (Basel); Berlin University of the Arts, Germany (Berlin); Staatliche Hochschule fur Bildende Kunste (Staedelschule) Germany (Frankfurt); Bezalel Academy of Arts & Design, Israel (Jerusalem); Kyoto Seika University (Japan – Kyoto); Slade School of Fine Art (London); Central Saint Martins College of Art & Design (London); Malmö Art Academy, Lund University (Sweden); Ecole Nationale Supérieure des Beaux Arts (Paris); Academy of Fine Arts, The Czech Republic (Prague).

Though The School of Architecture has no formal MOU's or exchange programs many students undertake self-directed travel during the summer. Two important fellowship programs exist that can support international travel and research: the Benjamin Menschel Fellowship for Creative Inquiry and the William Cooper Mack Thesis fellowship, almost ¼ of the Thesis class benefits from these programs each year. Approximately 20% of the school's undergraduate student body consists of foreign students, and the graduate student body averages 80%, creating a strongly global environment.

In The School of Engineering, The Study Abroad Program and Exchange Program allows students the opportunity to engage in scientific research in laboratories throughout the world. This program has expanded from about ten students to currently seventeen. Partnerships have been established with university partners in Belgium, Egypt, Ghana, Germany, Iceland, Israel, and Spain, most of which have been developed since 2006.

*B9. Consider establishing Cooper Union programs in other countries, where there is an unmet need that Cooper Union can satisfy within our mission appropriately interpreted on a global scale over the next five years. This could also offer a source of revenues for the college.*

Achieved. This was considered in 2010 under the leadership of the past President, George Campbell, but was rejected.

**GOAL C. Develop and IT infrastructure that can evolve to meet all of the institution's academic and administrative needs.**

*C1. Establish an integrated, institution-wide technology planning and analysis process, with external consulting support, if necessary, over the next year.*

Implemented (see our IT report in supplemental evidence). Though no external consultants were employed during the planning process IT committee members visited other campuses.

*C2. Establish a detailed Information Technology Plan that addresses both the academic and administrative information technology needs, with an evolution strategy that incorporates the relocation following the completion of the new academic building over the next year. The Plan will have specific objectives, goals and milestones.*

Achieved (see the full IT report in supplemental evidence).

*C3. Ensure compatibility and uniformity where appropriate among information technology and audio visual resources throughout the institution over the next two years.*

Achieved. This goal was accomplished within the time-frame specified. 41CSq, the new academic building, was designed with this in mind, and the Foundation Building has been brought almost to a comparable level.

*C4. Examine the role of digital technologies and electronic media in the curriculum and, in consultation with internal and external experts if necessary, identify improvement opportunities, provide input to the IT Plan, and recommend the appropriate allocation of resources for effective, timely implementation annually.*

Not achieved, though Moodle, the LMS platform, has been updated twice since 2007 and faculty have been made aware of the expanding set of possibilities and features.

*C5. Provide for an information technology and end user support capability to offer professional development of faculty and staff in the use of technology and to provide an “on demand” help desk within two years.*

Partially achieved. There was additional attention paid by IT to faculty needs through the creation of a help desk as well as the implementation of a complete Enterprise Data Management System.

**GOAL D. Establish the administrative, financial and physical resources necessary to sustain The Cooper Union’s academic and philanthropic mission over the long term.**

*D1. Achieve a one-time, sustainable operating budget reduction by 2011 that reflects lower energy and operating costs of the new academic building, consolidation of the Hewitt and Engineering Buildings into one facility, and other fiscal restraint objectives.*

Not achieved. The goal of a sustainable operating budget reduction by 2011 was not met. During FY2012, the College formed an Expense Reduction Task Force to review expense trends from FY2006. The Committee agreed to a 12% expense reduction off the FY2012 base budget for FY2013. The 12% goal applies to the academic and general operating departmental budgets. The 12% cut does not apply to benefits, extraordinary items,

contractual raise obligations, financial aid and debt service.

*D2. Achieve planned fund-raising goals, completing the \$250 million capital campaign by 2012, and conduct the planning phase for the next campaign to develop ongoing funds in support of academic priorities.*

Not achieved. The \$250 million capital campaign was ended. Total funds raised totaled about \$195 million.

*D3. Revise the budget process to ensure broad participation and greater transparency, and to allocate resources toward strategic priorities beginning with the 2008-09 budget.*

Partially achieved. The allocation of resources towards strategic priorities was further formalized after 2009 and greater transparency has been effected through work on a modified zero based budgeting undertaken in 2012.

*D4. Manage the construction of the new academic building currently underway, meeting budget and schedule benchmarks over the next 15 months.*

Achieved.

*D5. Manage renovation of the Foundation Building in consonance with the needs of the faculty and academic programs, and ensure coherence and consistency of facilities in both buildings, including environmental quality, mechanical and lighting systems, technological resources and accessibility over the next two years.*

Partially Achieved. Lighting and technological resources still need to be fully addressed.

*D6. Determine the ten-year spatial growth needs of the institution in order to plan occupancy details for up to 70,000 square feet of academic space in the new building at 51 Astor Place to be completed in 2011 or elsewhere over the next four years.*

Not achieved.

*D7. Work with the New York City Mayor's Task Force on University Collaborations for Land Use over the next three years to plan for future Cooper Union housing, academic, recreational and athletic facilities needs, with a particular emphasis on subsidized housing for students and faculty.*

Not achieved. Initial work was undertaken but no action resulted within the time frame of the goal.

*D8. Capitalize on the college's sesquicentennial anniversary to develop specific funding opportunities, to create a branding and communications campaign -including institutional identity, website design, advertising, public relations, special events and*

*public programs - to bring renewed attention to the institution, and to recognize and promote alumni achievement.*

Partially achieved. In "branding" and communications two new website designs were devised, the latest from 2011. The sesquicentennial led to specific fund raising projects, such as City government support, receiving \$2.5 million for design and equipping at 41CSq. Steven Doyle of Doyle Partners, an Art alumnus, designed a new logo pro bono in conjunction with the anniversary and Lee Skolnick (an Architecture alumnus, currently a Board member) and his firm donated their services to design and build the exhibition on the history of Cooper Union in the lobby outside of the Great Hall. A series of public programs, highlighting the many movements started at The Cooper Union was successful.

*D9. To plan a reorganization to include a new division of responsibilities among the cabinet members and the President, with the addition of third member of the cabinet, a Vice President for Academic Affairs, to be presented to the Board for approval within the current academic year. Implementation schedule to be driven by the availability of funds.*

Not achieved. Due to budgetary constraints a Vice President for Academic Affairs has not been appointed, however change in the composition of management teams was implemented in 2011.