Bronx Community College  
Annual 2009-2010 Performance Goals and Targets  
June 2009

GOAL I: RAISE ACADEMIC QUALITY

1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix.

1.1 Resources will be shifted to University flagship and college priority programs to support the University’s commitment to become a research-intensive institution.

- Targeted investments in FY10 will be made in key areas including $179,000 for science laboratories and instrumentation (with STEM grant funds) and $160,000 in instructional technology infrastructure projects (with Title V funds).

- BCC is continuing collaboration with the Community College Research Center of Teachers College, Columbia University with a grant proposal that has been submitted to the US Department of Education, Institute for Education Sciences (IES) to develop a digitized reading-writing intervention for academically underprepared students. This effort is a continuation of an intervention that was developed as part of an existing IES grant.

1.2 CUNY and its colleges will draw greater recognition for academic quality.

- The Presidential Grant program will continue to provide support ($50,000+) for research, scholarship and curriculum development relating to topics of sustainability and globalism.

- The BCC Foundation will continue the faculty Scholarship Support Grant Program, which provides fifteen grants up to $500 to support faculty presentations at academic conferences.

- Joint degree in Biotechnology with City College is under development (in FY10) with US Department of Education funding.

1.3 Program reviews, with analyses of enrollment and financial data, will shape academic decision and allocations by the colleges.

- Site visits planned for: Department of English; Department of Art and Music.

- Program/Departmental course assessment data collection and analysis for: Automotive Technology; Human Services; Biology.
- Program/Departmental course assessment planning: History (Geography), Nursing, Paralegal Studies, Therapeutic Recreation, Mathematics (remediation program), Reading (remediation program).

1.4 Colleges will use technology to enrich courses and teaching

- Classroom Infrastructure Projects (Title V Funded) – establish reliable procedures for implementation and completion of projects.

- Academic Department Curricular Projects (Title V funded) – Art and History will conclude supported development, Chemistry and Education will continue current work and two additional departments will begin development.

- E-Portfolio Project – continuation of Honors e-portfolios; expansion of Education Department implementation in major courses across all programs, expansion of Art Department portfolios across all Digital Arts courses; general education and program-based assessment processes will be developed.

- Instructional Technology Tutors – ITT program will be expanded to include e-Portfolio student support, more targeted development of ITT capacity within departments, and integration into existing tutoring program.

- Percentage of instructional (student) FTEs offered partially or totally online will increase from 1.2% to 1.5.

2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity.

2.1 Colleges will continuously upgrade the quality of their full-time and part-time faculty, as scholars and teachers.

- Fourteen new faculty hires are anticipated in eight departments: Art and Music (1), Biology and Medical Lab Technology (2), Chemistry and Chemical Technology (2), Communication Arts and Sciences (2), Mathematics and Computer Science (1), Nursing and Allied Health Sciences (2), Physics and Technology (2), and Social Sciences (2).

- Faculty Development efforts will include: ongoing programming at the Center for Teaching Excellence; and weekly workshop programming and Teaching with Technology extended course development, with emphasis placed on developing online teaching strategies that provide a greater variety of options, including use of multimedia content and Web 2.0 options (including campus resources such as OSSES).

2.2 Increase faculty research/scholarship.

- Faculty works reported on the scholarship report will increase from 141 to 150.
2.3 Instruction by full-time faculty will increase incrementally.

- % of instructional FTEs delivered by full-time faculty will remain among the highest in CUNY at about two thirds.

2.4 Colleges will recruit and retain a diverse faculty and staff.

- % of minority faculty will remain among the highest in CUNY at 40%.

GOAL II: IMPROVE STUDENT SUCCESS

3. Ensure that all students receive a quality general education and effective instruction.

3.1 Colleges will provide students with a cohesive and coherent general education.

- Coordinated General Education Assessment and Implementation – a General Education Committee will be charged by the Senior Vice President of Academic Affairs in Fall 2009 to develop and implement a General Education Action Plan to address the recommendations of the Middle States Evaluation Team Report.

- Departmental General Education Initiatives – will include continuation of a two-year focus upon two high enrolled courses (ART 11 and PSY 11) to incorporate general education proficiencies and to develop general education assessment mechanisms.

- Quantitative Literacy – Quantitative Reasoning modules will be brought to scale in BIO 11 and BIO 12 to 100% of sections and 70% in BIO 23.

- Writing Across the Curriculum – to include: continue expanded Writing Intensive (WI) offerings to meet student needs; utilize assessment findings to provide a basis for advancing faculty consensus on WI course goals, objectives, and measurement; and promote campus awareness of WI graduation requirement.

- Global Initiative – to include: continued development of global learning objectives and criteria for assessing student demonstration of global learning; expansion of faculty-student sessions on global topics; development of guidelines and procedures for funding study abroad; expansion of global resource library; on-line and print publication of student work reflecting global perspectives.

- Percentage of students passing freshman composition with C or better will increase from 83.3% to 84%.
• Percentage of students passing gateway mathematics course with a C or better will increase from 56.2% to 58%.

3.2 College will improve basic skills and ESL outcomes.

• Mathematics strategies to improve student performance include: implementation in SP10 of revised remedial sequence; implementation of MTH 01 (or equivalent) for Business and Science majors expected to improve preparation for more advanced coursework; August workshops in MTH01 for freshmen; implementation of electronic self-study practice and certification module for MTH 01; PLATO learning tutorial software piloted in Summer 2009 as additional preparation for the COMPASS; and opening of new Math Tutorial Laboratory – with new equipment and expanded hours.

• Percentage of entering first-time freshmen who increase their reading basic skill test scores over the summer will increase from 69.0% to 70.0%.

• Percentage of entering first-time freshmen who increase their writing (essay) basic skill test score over the summer will increase from 74.0% to 75.0%.

• Percentage of entering first-time freshmen who increase their math COMPASS 1 (arithmetic) basic skills test score over the summer will remain high (85% or higher).

• Percentage of entering first-time freshmen who increase their math COMPASS 2 (algebra) basic skills test score over the summer will increase from 77.8% to 80%.

• Pass rate in reading on exit from remediation will increase from 66.1% to 67%.

• Pass rate in writing on exit from remediation will increase from 61.8% to 63%.

• Pass rate in math on exit from remediation will increase from 38.4% to 45%.

• Percentage of associate degree students not fully proficient upon initial testing who have met basic skills proficiency in reading, writing and math by the 30th credit will increase from 52.7% to 60.0%.

3.3 Show and pass rates on the CUNY proficiency exam will increase.

• Percentage of required invitees who took the CUNY Proficiency Exam (CPE show rate) will increase from 75.3% to 76.0%.
• Percentage of required test-takers passing the CUNY Proficiency Exam (CPE pass rate) will increase from 87.7% to 89.0%.

3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

• The performance gap (among students from underrepresented minority groups) in the one-year retention rate of first-time freshmen enrolled in associate degree programs will remain among the lowest in CUNY at approximately -2.0%.

• The performance gap (by gender) in the one-year retention rate of first-time freshmen enrolled in associate degree programs will decrease from -5.8% to -4.8%.

• The performance gap (among students from underrepresented minority groups) in the percentage of semester credit hours earned (or passed) of those attempted by undergraduates will decrease from -8.2% to -7.2%.

• The performance gap (by gender) in the percentage of semester credit hours earned (or passed) will remain among the lowest in CUNY at approximately -2.0%.

3.5 Colleges will show progress on implementing faculty-driven assessment of student learning.

• Using the findings and recommendations of the Middle States Self-Study and Evaluation Team Review, development of a multi-year divisional plan for academic assessment of student learning in all courses and programs will begin in Summer 2009. A priority of the assessment plan will be focused on ensuring that course goals and learning outcomes are part of each course syllabus. Departmental faculty consensus on criteria for measuring student performance with respect to course learning outcomes, especially in multi-section courses, will be another important part of the assessment plan.

4. Increase retention and graduation rates and ensure students make timely progress toward degree completion.

4.1 Colleges will facilitate students’ timely progress toward degree completion.

• Percentage of freshmen and transfers taking one or more courses the summer after entry will increase from 22.0% to 23.0%.

• Ratio of FTEs to Headcount in associate programs will increase from 0.720 to 0.730.

4.2 Retention rates will increase progressively.

• Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later will increase from 61.2% to 62.2%.
4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

- Percentage of full-time first-time freshmen in associate programs who graduate from the college of entry within six years will increase from 22.1% to 23.0%.

5. Improve post-graduate outcomes.

5.1 Professional preparation programs will improve or maintain high numbers of successful graduates.

- Percentage passing the NCLEX will continue to meet or exceed 85%.
- Percentage passing the national Radiologic Technology exam will continue to meet or exceed 85%.

5.2 Job and education rates for graduates will rise.

- Six-month job placement rate in career and technical education programs will increase from 89.3% to 90%.

6. Improve quality of student academic support services

6.1 Colleges will improve the quality of academic support services, academic advising, and use of technology to strengthen instruction.

- Student satisfaction with academic support services will increase from 2.91 to 3.0.
- Student satisfaction with student services will increase from 2.81 to 2.90.
- Student satisfaction with access to computer technology will increase from 3.12 to 3.15.

III: ENHANCE FINANCIAL AND MANAGEMENT EFFECTIVENESS

7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

7.1 Colleges will increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

- Total headcount enrollment will increase from 9117 to 9558.
- Total FTE enrollment will increase from 6411 to 6792.
• Enrollment in adult and continuing education programs will increase from 13,474 to 13,676.

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

• Partnership continues with York College, Kingsborough Community College and Queensborough Community College with NFS support ($900,000) for second year to increase recruitment of high school students in STEM and support their retention and transfer.

• Joint degree in Biotechnology with City College is under development with US Department of Education funding.

• Three-year plan has been developed for articulation of programs with CUNY senior colleges with the goal of achieving agreement for almost all BCC program. Eight agreements planned for 2009-10.

• Percentage of course evaluations completed in TIPPS will remain at or near 100%.

7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.

• Total College Now enrollment will increase from 483 to 500.
• Percentage of College Now participants who earn an A, B, or C in College Now high school and college credit courses will increase from 85% to 87%.

• Percentage of College Now participants with previous enrollment in College Now high school and college credit courses will increase from 35% to 36%.

8. Increase revenues and decrease expenses.

8.1 Alumni-corporate fundraising will increase or maintain current levels.

• Alumni-corporate fundraising is projected to total $1,650,000.

8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education.

• Productivity savings as a percentage of the targeted amount will be 100% or more.

• Administrative applications will continue to be developed to achieve productivity savings.
8.3 Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services.

- Administrative costs as a percent of the total tax-levy budget will remain at about 33%.

8.4 College will implement financial plans with balanced budgets.

- Financial Plan for FY10 will be fully implemented.
- College will continue to maintain a balanced budget.

8.5 Contract/grant awards will rise.

- Contract/grant awards will increase from $5.5 million to $5.6 million.

8.6 Indirect cost recovery ration will improve.

- College will continue to demonstrate high indirect cost recovery ratios.

9. Improve administrative services.

9.1 Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact.

- The College will work on filing charitable registration documents with New Jersey, Connecticut, Florida and California. Participation in the CUNY Compact will remain level with FY09.

9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

- Student satisfaction with administrative services will increase from 2.82 to 2.90.

9.3 The % of instruction delivered on Fridays, nights, weekends will rise to better serve students and use facilities fully.

- Percentage of FTEs offered on Fridays, evenings or weekends will increase from 40.2% to 42%.

9.4 Prepare and implement a campus risk management program.

- A campus Risk Management Plan will be adopted and implemented by the Risk Management Council.
• The Risk Management Council will determine the metrics by which the successful implementation of the plan will be measured in accordance with the University’s risk management program.

9.5 All colleges will make timely progress in CUNY FIRST implementation.

• Continued implementation of CUNYfirst will include ensuring organizational readiness and training of users in preparation for and after Go-Live launches for associated finance, human resources and campus solutions processes.

9.6 Each campus should have a functioning campus sustainability council and have a recognized, multi-year sustainability plan.

• BCC sustainability council will continue progress on the implementation of the multi-year plan in accordance with the revised “ten-point program” to achieve campus sustainability.