

**The City University of New York and Borough of Manhattan Community College
Performance Goals and Targets 2011-2012 Academic Year**

Goals	Objectives	2011-2012 University Targets	2011-2012 Borough of Manhattan Community College Target Indicators
<p>Raise Academic Quality</p>	<p>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</p>	<p>1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies</p> <p>1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community</p> <p>1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation</p>	<p>1.1.1 The Nursing Department follow-up report for continuing accreditation will be prepared for submission to the Nursing Accrediting bodies NLNAC and NYS DOE.</p> <p>1.1.2 The college will begin its periodic review process in preparation for its Middle States Periodic Review Report (due Spring 2013) by appointing the co-chairs and setting up the committees to address the suggestions and recommendations cited in its Self-Study Report.</p> <p>1.2.1 No fewer than 600 of our Spring 2011 and Summer 2011 graduates will transfer to upper tier senior institutions, an increase of approximately 8 percent over our 559 Spring and Summer 2010 transfer graduates. Upper tier colleges include, for example, Baruch College, Brooklyn College, City College Hunter College, Columbia, Cornell and NYU.</p> <p>1.2.2 BMCC will host a Research and Honors Projects Day, with the goal of showcasing the work of at least 35 students who will present their poster presentations to the college community.</p> <p>1.3.1 Self studies will be developed in the BMCC Science Department (Engineering Science, Science for Forensics, and Biotechnology,) Teacher Education Department (Childcare/Early Childhood, Childhood Education and Bilingual Childhood Education,) the Library and Learning Resource Center.</p> <p>1.3.2 The college will complete its facilities and technology master plans as a subset of the college’s Periodic Review Report</p> <p>1.3.3 The Nursing Department will use the results and findings from its NLNAC self-study and accreditation visit to increase job placements for its graduates; to facilitate transfer to senior colleges; and to use the New York Simulation Center for Health Sciences to perform scenario-based simulation in all of the specialty areas in the curriculum.</p> <p>1.3.4 Faculty in the Mathematics Department working with the Carnegie Foundation project – Quantway: Pathways to Student Success in Community Colleges – will implement newly developed lessons that</p>

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		<p>1.4 Use of technology to enrich courses and teaching will improve</p>	<p>focus on applications of numerical reasoning, proportional reasoning, and algebraic thinking as part of the transition to the approved course.</p> <p>1.3.5 A proposal for a dual/joint degree between BMCC and John Jay College in Forensic Accounting will be developed and submitted to CUNY Central for approval.</p> <p>1.3.6 A proposal for an AS in Geographic Information Science will be developed and submitted to CUNY Central for approval.</p> <p>1.3.7 A Letter of Intent for an AS in Community Health will be developed and submitted to CUNY Central.</p> <p>1.3.8 A Letter of Intent for an AA in History will be developed and submitted to CUNY Central.</p> <p>1.4.1. BMCC will increase the percentage of instructional FTEs offered partially or totally online from 25.1% to 27%.</p> <p>1.4.2 BMCC will develop and pilot an online student training module for the new release of Blackboard 9.</p> <p>1.4.3 BMCC will upgrade quality assurance measures from Quality Matters to the expected CUNY-wide adoption of Sloan-C's Quality Scorecard.</p> <p>1.4.4 BMCC will establish a faculty mentoring program whereby experienced e-learning professors are paired with new e-learning professors in the same general curriculum areas.</p> <p>1.4.5 BMCC will develop and pilot e-learning modules incorporating gaming theory for developmental courses to improve pass rates.</p> <p>1.4.6 BMCC will expand its e-learning support and technical services to include evening and weekend hours.</p> <p>1.4.7 BMCC will replace at least 8 computer labs for classroom instruction, and pilot the use of tablet style monitors for teacher stations in labs.</p> <p>1.4.8 BMCC will enhance its online student orientation to include new CUNYFirst procedures by rewriting and shooting new video segments.</p>
	<p>2. Attract and nurture a strong faculty that</p>	<p>2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers</p>	<p>2.1.1 The college will hire at least five outstanding Full-time (FT) faculty in support of the college's general education program.</p> <p>2.1.2 The college will sponsor at least 10 Faculty Development grants which will produce at least 2 publishable pieces</p>

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	is recognized for excellent teaching, scholarship and creative activity	<p>2.2 Increase faculty research/scholarship</p> <p>2.3 Instruction by full-time faculty will increase incrementally</p> <p>2.4 Colleges will recruit and retain a diverse faculty and staff</p>	<p>2.1.3 The college will re-design its leadership training program for 17 faculty and staff to include an emphasis on preparing candidates for future roles at CUNY in general and BMCC in particular.</p> <p>2.1.4 The college will support at least 7 faculty via the NYU Faculty Resource Network Summer Program as well as partner with NYU on a Lumina Grant proposal for enhanced Latino student achievement.</p> <p>2.2.1 The new director of the Teaching Learning Center will implement its new structure, organization, governance, and name and provide a minimum of 35 workshops, seminars, and presentations, at least five of which will focus on producing publishable scholarly works.</p> <p>2.2.2 The college will maintain its overall # of scholarly works per month in the CETLS to assist faculty to improve their achievement of scholarly presentations and publications by 2%.</p> <p>2.3.1 Percentage of instructional FTEs delivered by full-time faculty will increase from 46.2 to 47.2%.</p> <p>2.3.2 Mean teaching hours of veteran full-time faculty will increase from 11.9 to 12.4%.</p> <p>2.3.3 Mean teaching hours of full-time faculty eligible for contractual release time will increase from 10.5 to 11.0%.</p> <p>2.4.1 In keeping with the University’s goal of inclusive excellence, the percent of new, well-qualified underrepresented faculty hires will increase.</p>

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Improve Student Success	3. Ensure that all students receive a quality general education and effective instruction	<p>3.1 Colleges will provide students with a cohesive and coherent general education</p> <p>3.2 Colleges will improve basic skills and ESL outcomes</p> <p>3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study</p> <p>3.4 Colleges will reduce performance gaps among students from</p>	<p>3.1.1 As required by the CUNY “B.I.14 Resolution on Creating an Efficient Transfer System”, the college will develop a plan for the implementation of the General Education Framework based on the recommendations of the CUNY Task Force. The plan will be submitted to the Chancellor by April 1, 2012.</p> <p>3.2.1 Percentage of entering first-time freshmen who increased their reading basic skills test score over the summer will increase from 88.4 to 90.0%.</p> <p>3.2.2 Percentage of entering first-time freshmen who increased their writing (essay) basic skills test score over the summer will increase from 60.0% to 65.0%.</p> <p>3.2.3 Percentage of entering first-time freshmen who increased their math COMPASS 1 basic skills test score over the summer will increase from 92.0 to 93.0%.</p> <p>3.2.4 Percentage of entering first-time freshman who increased their math COMPASS 2 (algebra) basic skills test score over the summer will increase from 95.8 to 97.0%.</p> <p>3.2.5 Pass rate in reading on exit from remediation will increase from 56.3 to 57.5%.</p> <p>3.2.6 Pass rate in writing on exit from remediation will increase from 48.7 to 50.0%.</p> <p>3.2.7 Pass rate in math on exit from remediation will increase from 76.1 to 78.0%.</p> <p>3.2.8 Percentage of associate degree students not fully skills proficient upon initial testing who have met basic skills proficiency in reading, writing and math by the 30th credit will increase from 61.5 to 65.0%.</p> <p>3.3.1 Percentage of students passing freshman composition with C or better will increase from 81.1 to 82.5%.</p> <p>3.3.2 Percentage of students passing gateway mathematics courses with C or better will increase from 74.9 to 76.5%.</p> <p>3.4.1 One-year retention rate of first-time freshman enrolled in associate programs (full-time): the gap between URM and non-URM will be</p>

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		<p>underrepresented groups and/or gender</p> <p>3.5 Colleges will show progress on implementing faculty-driven assessment of student learning</p>	<p>reduced from -8.7 to -7.0.</p> <p>3.4.2 One-year retention rate of first-time freshman enrolled in associate programs (full-time): the gap between Male and Female students will be reduced from -4.6 to -3.5.</p> <p>3.5.1 The English Department will assess at least one student learning outcome for its 300 level English courses.</p> <p>3.5.2 The Modern Languages Department will assess at least one student learning outcome in select Spanish and French courses..</p> <p>3.5.3 The Science Department will develop an action plan to close the loop in assessing student learning outcomes in Scientific Reasoning.</p> <p>3.5.4 All departments (18) will have revised 35% of course syllabi to include multiple student learning outcomes in both general education and core content areas.</p> <p>3.5.5 All departments with program majors (10) will finalize and document Program Level student learning outcomes to represent the articulation of learning across all departmental program-related courses.</p>
	<p>4. Increase retention and graduation rates and ensure students make timely progress toward degree completion</p>	<p>4.1 Colleges will facilitate students' timely progress toward degree completion</p> <p>4.2 Retention rates will increase progressively</p>	<p>4.1.1 The percentage of freshmen and transfers taking one or more courses the summer after entry will increase from 17.1 to 19.7%.</p> <p>4.1.2 Ratio of FTEs to Headcount in associate programs will increase from .763 to .784.</p> <p>4.2.1 One-year Retention Rate (institution rate): Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later will increase from 65.6 to 67.5%</p> <p>4.2.2 BMCC will improve participation in the developmental academic advisement model for Liberal Arts majors, and recruit no fewer than 1,400 students through the BMCC Academic Advisement & Transfer Center. The retention rate of the participants will improve to be at least 10% better than a comparable, non-participating cohort.</p>

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		4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs	4.3.1 Six-year Graduation Rate (institution rate): Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within six years will increase from 21.6 to 22.9 %.
	5. Improve post-graduate outcomes	5.1 Professional preparation programs will improve or maintain the quality of successful graduates 5.2 Job and education rates for graduates will increase	5.1.1 Percent passing the NCLEX exam will increase from 84.0 to 86%. 5.1.2 High performance (95-100%) pass rate on certification exams among Respiratory Therapy and Paramedic students will be maintained. 5.2.1 The six month job placement rate in career and technical education programs will increase from 76.3% to 79.0% subject to market conditions. 5.2.2 The percentage of BMCC graduates who transfer to a CUNY 4-year college in the year following graduation, will increase from 51.8% in 2008-2009 to 54% in 2009-2010. 5.2.3 The Center for Career Development will increase the use of technology and web-based resources. Active student accounts on Career Express, a web-based job search database, will increase by at least 50% (1690 to 2535), students utilizing OptimalResume will increase by at least 20% (2440 to 2928) and active Employer accounts on Career Express will increase by at least 15% (570 to 655).
	6. Improve quality of student and academic support services	6.1 Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning	6.1.1 Student satisfaction with Academic support services (CUNY SES) will increase from 2.91 to 3.15. 6.1.2 Student satisfaction with the Student services (CUNY SES) will increase from 2.83 to 3.05. 6.1.3 Student satisfaction with access to computer technology (CUNY SES) will increase from 2.95 to 3.05. 6.1.4 The overall student satisfaction with the Learning Resource Center will be maintained. 6.1.5 BMCC will identify three (3) of the top ten (10) feeder high schools and pilot recruitment and pre-college workshops with at least one (1) of these high schools. 6.1.6 BMCC will create an on-line process that will provide students the opportunity to register for volunteer service, on- and off- campus. 6.1.7 BMCC will create a Safe Zone program to provide support and resources to members of the BMCC Lesbian, Gay, Bisexual and

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			<p>Transgender (LGBT) community.</p> <p>6.1.8 BMCC will create a family resource handbook to articulate and enhance the partnership between family members and BMCC to assist with student success.</p> <p>6.1.9 BMCC will develop a Steps Towards Academic Readiness and Success (STARS) program specifically for transfer students.</p> <p>6.1.10 BMCC will conduct appeal process workshops to serve students who have been dismissed and are filing appeals to return to the college for the subsequent semester.</p> <p>6.1.11 Counselors, advisors and faculty will collaborate to develop academic success plans templates for academic advisors and counselors to use to assist at-risk students.</p> <p>6.1.12 BMCC will research the top feeder regions of international students and develop recruitment strategies to attract students from these regions to enhance our global reach.</p>
Enhance Financial And Management Effectiveness	7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses	<p>7.1 Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise</p> <p>7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges</p> <p>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</p>	<p>7.1.1 Total Enrollment will be capped at 23,500 with plus or minus, about 500.</p> <p>7.1.2 Total FTEs will exceed 16,955.</p> <p>7.1.3 First-time Freshman enrollment will remain close to 5,176.</p> <p>7.1.4 Number of seats filled in Adult and Continuing Education courses will increase by 2%.</p> <p>7.2.1 Percentage of course evaluations completed in TIPPS (excluding special courses, electives and non-credit courses) will be maintained at 99%.</p> <p>7.2.2 Four articulation agreements will be developed with CUNY senior colleges.</p> <p>7.3.1 Total College Now enrollment (high school and college credit courses): will increase from 789 to 819.</p> <p>7.3.2 Percentage of College Now participants who earn an A, B, or C in college Now high school and college credit courses will increase from 80% to 82%.</p>

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		credit course and/or precollege activity	7.3.3 The percentage of College Now participants with provisional enrollment in College Now high school and college credit courses will reach 20% due in part to BMCC's participation in the University's new cross-campus registration initiative.
	8. Increase revenues and decrease expenses	<p>8.1 Alumni-corporate fundraising will increase 10%</p> <p>8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education</p> <p>8.3 Colleges improve or maintain sound financial management and controls</p> <p>8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities</p> <p>8.5 Contract/grant awards will increase</p> <p>8.6 Indirect cost recovery ratios will improve</p>	<p>8.1.1 Total Voluntary Support weighted three-year average will exceed \$2,191,758.</p> <p>8.2.1 BMCC will meet the revenue target established by the University. 8.2.2 BMCC will achieve the College's revenue target for Adult and Continuing Education and will increase by 5%. 8.2.3. BMCC will increase the total number of FTE eligible ACE course offerings by 5%.</p> <p>8.3.1 BMCC will follow GASB and FASB in its accounting practices, and successfully pass A-133 and all financial audits.</p> <p>8.4.1 BMCC will implement only balanced financial plans and budgets, which will also represent the priorities and needs of the College's goals for its academic programs.</p> <p>8.5.1 Grants and contracts awarded (weighted, rolling, three-year average) will remain level at \$ 7,321,570</p> <p>8.6.1 Indirect cost recovery as ratio of overall grant/contract activity will increase from 5% to 6%</p>

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	<p>9. Improve administrative services</p>	<p>9.1 Colleges will make progress within a declared capital campaign</p> <p>9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges</p> <p>9.3 Colleges will improve space utilization</p> <p>9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.</p> <p>9.5 All colleges will make timely progress on CUNY FIRST implementation</p> <p>9.6 Each campus should have a functioning campus sustainability council with broad representation from the campus community, and have a recognized, multi-year campus sustainability plan</p>	<p>9.1.1 The Foundation Board will meet fundraising goals through FY15. The College will implement the capital campaign.</p> <p>9.2.1 Student satisfaction with administrative services (CUNY SES) will increase from 2.99 to 3.15.</p> <p>9.2.2 BMCC will conduct customer service training with the staff in the following departments: Registrar’s Office, Testing, Financial Aid, and Bursar’s Office.</p> <p>9.3.1 The college will increase the percentage of FTEs offered on Fridays, evenings and weekends from 37.0 to 40.0%</p> <p>9.4.1 The college will maintain and remain in compliance with all Board policies, risk management, collective bargaining agreements, and applicable laws.</p> <p>9.5.1 The college will meet regularly with its campus and University CUNYFirst teams to ensure the successful launch of wave 2 of Campus Solutions and later the Commitment Control Budgeting modules.</p> <p>9.6.1 The college will maintain a progress report of all its sustainability-related activities and will benchmark its planned multi-year efforts.</p>