BARUCH COLLEGE PERFORMANCE GOALS AND TARGETS 2009-2010

RAISE ACADEMIC QUALITY

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

1.1 CUNY Target: Resources will be shifted to University flagship and college priority programs to support the University’s commitment to become a research-intensive institution.
   o Make eight targeted investments in faculty hiring in key areas including Public Affairs, Economics/Finance, Management, English, Communication Studies, Modern Languages, Natural Science, and the Library.
   o Secure all approvals for launch of MA program in Counseling.
   o Secure all approvals for BA program in Biology.
   o Complete a redesign of the MBA core curriculum.

1.2 CUNY Target: CUNY and its colleges will draw greater recognition for academic quality
   o Successfully complete Middle State Reaccreditation Review.
   o Successfully complete AACSB business school reaccreditation review.
   o Encourage undergraduate and graduate student participation in national academic competitions, entering competitions in business and in student publications.
   o College will expand the participation of faculty in the Social Science Research Network for dissemination of research, maintaining high level of faculty participation (currently 112 faculty members) and increasing the number of papers posted annually from 153 in AY08-09.

1.3 CUNY Target: Program reviews, with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations by colleges.
   o External reviews will be conducted for the Departments of English and Black and Hispanic Studies.
   o External Review will be conducted for the Newman Real Estate Institute during AY 2009-2010.
   o Based on 2008 review of General Education requirements, complete implementation recommendations made by the Quantitative Reasoning Task Force, and document, where appropriate, in the Chancellor’s Report.
   o Implement recommendations generated by departmental reviews conducted in 2008-2009 within budgetary limits.

1.4 CUNY Target: Colleges will use technology to enrich courses and teaching
   o The College will increase the number of hybrid courses offered from 20.
   o Weblogs will be used in 15 courses as a significant mode of course participation.
Screen capture software will be used in at least 5 courses to enable faculty to create their own online tutorials.

- Ten faculty will use tablet PCs that support wireless data projection technology to facilitate mobile teaching in the classroom.
- At least six courses will use RSS feeds as a way to deliver course-related content to students.
- At least five faculty members in the Zicklin School of Business will engage in technology projects to promote quantitative skills.

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

2.1 CUNY Target: Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers
- The college will seek to increase the frequency of research seminars that address cutting-edge issues in the disciplines, up from 101 seminars in AY 08-09.
- Focus faculty development on integrating technology into the classroom.

2.2 CUNY Target: Increase faculty research/scholarship
- Tally of scholarly works to increase 5%, on top of remarkable 25% increase in prior year.
- Maintain up-to-date database with CV information for all faculty.

2.3 CUNY Target: Instruction by full-time faculty will increase incrementally
- Percentage of instruction in undergraduate courses delivered by full-time faculty will increase from 54.2% to 55%.
- Percentage of instruction in graduate courses delivered by full-time faculty will increase from 61.7% to 63%.
- Mean fall teaching hours of veteran full-time faculty will remain high at 7.8.
- Mean fall teaching hours of new full-time faculty remain high at 6.1.

2.4 CUNY Target: Colleges will recruit and retain a diverse faculty and staff
- Annual reviews of academic deans will include evaluation of adherence to the College’s Faculty Diversity Protocol.
- Continue to increase diversity among ECP (currently 16.7% underrepresented minorities), and HEO and HEA level employees (currently 36.1% underrepresented minorities).

**IMPROVE STUDENT SUCCESS**

**Objective 3: Ensure that all students receive a solid general education and effective instruction, particularly in the first 60 credits of study**
3.1 CUNY Target: Colleges will provide students with a cohesive and coherent general education
  o Implement redesign of first-year writing requirement approved at June 2009 Board meeting.
  o Implement recommendations of quantitative pedagogy task force with regard to content and delivery of math courses, with emphasis on articulation with business courses.
  o Pilot radically restructured method of teaching speech communication course, including small break-out sections and use of Video Oral Communication Assessment Tool (VOCAT).
  o Establish interdisciplinary group of business faculty to aid the integration of basic and more advanced quantitative, problem-solving, and technological skills into the business curriculum by creating assignments, cases, and data-sets that can be introduced in introductory courses and expanded and elaborated upon as student move through the curriculum.
  o Concentrate faculty development efforts on active learning strategies that involve more student writing and speaking throughout the curriculum.

3.2 CUNY Target: Colleges will improve basic skills and ESL outcomes
  o Percentage of non-ESL SEEK students who pass all basic skills tests within one year will remain high, above 92%
  o Percentage of ESL students (SEEK and regular) who pass all basic skills tests within two years will remain high, above 90%
  o Professional development in the Writing Center will continue to focus on the learning needs of our diverse, heterogeneous students; 85% of those who come to the Writing Center speak a language other than English at home. In addition, the Writing Center will develop online instructional resources that aim to address the needs of ESL writers and that provide positive models of student writing authored by ESL students.

3.3 CUNY Target: Colleges will improve student academic performance, particularly in first 60 credits of study
  o Percentage of students passing freshman composition and gateway mathematics courses with a C or better will increase from 79.6% to 80%
  o Percentage of students passing gateway mathematics courses with a C or better will increase from 60.9% to 62%.

3.4 CUNY Target: Show & pass rates on the proficiency exam will increase
  o Percentage of invitees who take the CUNY Proficiency Exam (CPE show rate) will remain high at 86.9%.
  o Percentage of required test-takers passing the CUNY Proficiency Exam (CPE pass rate) will remain high at 94%

3.5 CUNY Target: Colleges will reduce performance gaps among student from underrepresented groups and/or gender
  o Maintain high 1-year retention rate for African-American students.
Maintain extraordinarily high 1-year retention rate for Hispanic students.
Maintain or increase high six-year graduation rates for African-American students, currently highest in CUNY.
Increase relatively high six-year graduation rates for Hispanic students to reduce gap between Hispanic and White performance.

3.6 CUNY Target: Colleges will show progress on implementing faculty-driven assessment of student learning

Having established learning goals for almost all programs, majors, and minors, in 2009-2010, we will complete assessments of two more goals of the common core curriculum; all of the BBA goals (and, as part of a three-year cycle, re-assess two of them); at least five of the BBA majors; at least three of the BA majors; and at least three of the Tier III minors. Data for all of these will be collected, analyzed, and brought to the respective committees for discussion of appropriate curricular change.

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

4.1 CUNY Target: Colleges will facilitate students’ timely progress toward degree completion

Percentage of freshmen and transfers taking one or more courses the summer after entry will remain high at 46.8%
Ratio of undergrad FTEs to headcount will remain high at 0.830
Average number of credits earned by full-time first-time freshmen in baccalaureate programs in the first 12 months (fall, winter, spring, and summer) will remain high at above 28.
Percentage of students who have declared a major by the 70th credit will remain high, at above 90%

4.2 CUNY Target: Retention rates will increase progressively

Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in college of entry one year later will remain high at 89.6%.
Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in college of entry two years later will remain high at 77.4%
Percentage of full-time transfers into baccalaureate programs still enrolled in college of transfer entry one year later (or earned degree pursued) will remain high at 86.9%
Percentage of full-time transfers into baccalaureate programs still enrolled in college of transfer entry two years later (or earned degree pursued) will remain high at 81%

4.3 CUNY Target: Graduation rates will increase progressively in associate, baccalaureate, and masters programs
o Percentage of full-time first-time freshmen in baccalaureate programs who graduated from college of entry within four years will increase from 33.6% to 33.8%.

o Percentage of full-time first-time freshmen in baccalaureate programs who graduated from college of entry within six years will increase from 57.6% to 58%.

o Percentage of full-time transfers into baccalaureate programs who graduated from college of transfer entry within four years will increase from 65.1% to 65.3%.

o Percentage of full-time transfers into baccalaureate programs who graduated from college of transfer entry within six years will remain over 74%.

Objective 5: Improve postgraduate outcomes

5.1 CUNY Target: Professional preparation programs will improve or maintain high numbers of successful graduates

o Percentage of first-time test-takers without an advanced degree passing at least one segment of the Uniform CPA exam will increase from 47.6% to 49%.

o Percentage of first-time test-takers with an advanced degree passing at least one segment of the Uniform CPA exam will increase from 75.5% to 77%.

5.2 CUNY Target: Job and education rates for graduates will rise

o Increase reporting from students of post-graduate plans from 63% to 64%

o Maintain number of internships offered at above 3000.

o Increase the percentage of graduating seniors participating in on-campus recruitment from 40% to 41%

Objective 6: Improve quality of student academic support services

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

o The Writing Center will focus on the development and implementation of instructional materials based on student writing that will be published online. The goals are to help students learn to write better and to introduce faculty to new techniques of and resources for teaching writing.

o The Bernard L. Schwartz Communication Institute will continue to promote the use of technology to support and strengthen instruction by expanding the use of blogs for instructional purposes (in at least 50 sections).

o To improve the quality of service, the Student Academic Consulting Center (SACC) will introduce online scheduling.

o SACC will make use of a new ESL speech lab that contains state-of-the-art communication software.

ENHANCE FINANCIAL AND MANAGEMENT EFFECTIVENESS

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses
7.1 CUNY Target: Colleges will increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise
   - The College will maintain an overall headcount of approximately 16,000; graduate headcount of 3,544; undergraduate headcount of 12,386. We anticipate a freshman class of 1,375, and 1,160 transfers in Fall 09.
   - Mean SAT scores of regularly admitted first-time freshmen will increase from 1153 to 1156.
   - Mean SAT score of regularly admitted first-time freshmen, excluding ESL students, will increase from 1156 to 1159.
   - Mean College Admissions Average (CAA) of regularly admitted first-time freshmen will remain high, at above 87.

7.2 CUNY Target: Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges
   - Percentage of course evaluations completed in TIPPS (excluding special courses, electives, and non-credit courses) will remain above 90%.
   - Percentage of evaluated courses designated as non-transferable will remain stable at 30.8%.
   - College will continue to provide performance data to our community college partners to assess how well current articulation agreements are working.
   - Baruch will continue to develop new articulation agreements with the community colleges, including developing one for our anticipated biology major, and exploring potential partnerships with the School of Public Affairs B.S. program.

7.3 CUNY Target: Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the students who participate in more than one college credit course and/or precollege activity
   - College Now will enroll 90% of enrollment target for college credit bearing courses.
   - Percentage of College Now students who earn an A, B, or C in college credit courses will remain high at 95.0% or above.
   - Number of College Now participants re-enrolled in progressively challenging precollege and general education courses will increase from 27% to 45%.
   - Enrollment of students from underrepresented minority groups in college credit courses will increase significantly from 16%.

Objective 8: Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising
   - Alumni/corporate fundraising as reported in CAE-VSE will increase 3%

8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education
   - The college will achieve its revenue target.
   - The college will maintain or improve its tuition collection rate.
8.3 CUNY Target: Every college will lower or hold constant the percentage of its tax-levy budget spent on administrative services
   - Institutional Support Services as a percentage of total tax levy budget will hold constant at 25.4%.

8.4 CUNY Target: Colleges will implement financial plans with balanced budgets
   - The College will prepare and administer a financial plan that is in balance.

8.5 CUNY Target: Contract/grant awards will rise
   - Baruch College RF grants and contracts will increase by 10%:
     - Baruch College Awards $5,600,000
     - Super College Awards $550,000
     - Total $6,150,000

8.6 CUNY Target: Indirect cost recovery ratios will improve
   - Indirect cost recovery as a percentage of overall activity will increase to 11%.

Objective 9: Improve administrative services

9.1 CUNY Target: Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact.
   - MOU between College and foundation completed 2007.
   - Participation in CUNY Compact will be documented.

9.2 CUNY Target: Student satisfaction with administrative services will rise or remain high at all CUNY colleges
   - Student satisfaction scores will rise from levels recorded in 2008.
   - The computing center help desk will offer 24 x 7 telephone assistance by contracting with a domestic outsourcing service that specializes in higher education IT support.

9.3 CUNY Target: The % of instruction delivered on Fridays, nights, weekends will rise, to better serve students and use facilities fully
   - Percentage of FTEs offered on Fridays, evening or weekend will remain high at 49.3%.
   - Enrollment for Winter Intersession will remain high at approximately 1,830 students.
   - Due to curriculum changes, enrollments for summer sessions may decrease slightly from 2008 level of 9,191.

9.4 CUNY Target: Prepare and implement a campus risk management plan that is integrated with the University’s risk management program.
Risk Management Committee will work to identify campus risks and develop a plan.

9.5 CUNY Target: All colleges will make timely progress in CUNY FIRST implementation

- Campus team meetings, comprising 14 key staff leaders, will take place bimonthly. We anticipate sending approximately 50 College employees to appropriate CUNY First training in the coming year.
- Monthly communications will be sent to the campus to maintain high awareness of CUNY FIRST.

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

- Sustainability committee to present plan to college cabinet for approval.