

Bronx Community College
Annual 2011-2012 Performance Goals and Targets
Updated August 30, 2011

GOAL 1: RAISE ACADEMIC QUALITY

1. **Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix**
 - 1.1 **Colleges and programs will be recognized as excellent by all external accrediting agencies**
 - a. The College will receive positive accreditation reviews and responses for: Nursing RN AAS program self-study and site visit; Electronic Engineering and Technology AAS program self-study and site visit; acceptance of the Radiologic Technology AAS program's interim report to the Joint Review Committee on Education in Radiologic Technology; and New York State Education Department's review of the LPN certificate program.
 - 1.2 **CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community**
 - a. The Center for Sustainable Energy will increase the number of training cycles delivered under contract to community-based organizations, unions (including Transit Workers Union), and the NYC Department of City Administrative Services (DCAS) and increase the total number of individuals trained to at least 600.
 - 1.3 **Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation**
 - a. Under new leadership in Academic Affairs, a comprehensive assessment of academic programs, courses, enrollment, costs and outcomes will be conducted to develop more coordinated academic plans and resource decisions.
 - 1.4 **Use of technology to enrich courses and teaching will improve**
 - a. The Office of Instructional Technology will spearhead and manage several efforts including: faculty development, development of e-portfolio projects, instructional technology tutor program, and online instruction planning and policies.
 - b. The percentage of instructional (student) FTEs offered partially or totally online will increase from 2.2% to 2.3%.

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-and part-time faculty, as scholars and teachers

- a. Center for Teaching Excellence will offer new programs (tolerance workshops, faculty/student interaction workshops, sustainability across the curriculum workshops, workshops in metacognition).
- b. Office of Instructional Technology will provide a series of faculty development efforts (as referenced in 1.4).

2.2 Increase faculty research/scholarship

- a. A library outreach initiative will offer 20 workshops to help faculty learn more about resources supporting their own scholarship and research in areas relevant to their interests, as well as resources supporting teaching and learning.

2.3 Instruction by full-time faculty will increase incrementally

- a. The percentage of instructional FTEs delivered by full-time faculty will remain among the highest in CUNY (currently the highest at 60%) and will increase slightly to 61%.

2.4 Colleges will recruit and retain a diverse faculty and staff

- a. The percentage of minority faculty will remain among the highest in CUNY and will increase to 42%.

GOAL 2: 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

- a. A framework for maintaining and assessing General Education proficiencies (as approved by the BCC Senate in 2004 and as part of the new university framework for a General Education “Common Core” of 30 credits) will be developed from campus-wide discussions around focused areas of the curriculum (including the freshman year experience; gateway courses, discipline-specific and capstone courses), and through integration with the College’s ePortfolio initiative.

3.2 Colleges will improve basic skills and ESL outcomes

- a. The percentage of entering first-time freshman who increase:
 - Reading basic skills test score over the summer will increase from 82.4% to 83%.
 - Writing basic skills test score over the summer will increase from 70.4% to 72.2%.
 - COMPASS 1 (arithmetic) score over the summer will increase from 77.1% to 80%.
 - COMPASS 2 (algebra) score over the summer will remain high (85% or more).
- b. Pass rates in exit from remediation will increase for:
 - Reading from 62.3 to 64%
 - Writing from 57.7% to 60%
 - Math from 57.2% to 60%

3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study

- a. 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 45.8% to 50%.
- b. Percentage of students passing freshman composition with C or better will increase from 78.4% to 80%
- c. Percentage of students passing gateway mathematics courses with C or better will increase from 55.6% to 60%.

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

- a. The College will maintain a low performance gap among students by ethnicity (0.7 for the one-year retention rate) and will reduce the performance gap by gender from -4.8 to -3.8 for the one-year retention rate.

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

- a. The College will conduct a comprehensive evaluation of the existing academic assessment initiative in order to: determine the extent to which plans are being implemented; assure that quality assessment activity is occurring and that assessment results are being well used; and to evaluate the extent to which assessment results are being used to improve teaching and learning.

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

- a. The percentage of freshmen and transfers taking one or more courses the summer after entry will increase from 19.2% to 21.2 %
- b. The ratio of FTEs to headcount in associate degree programs will increase from 0.745 to 0.750.

4.2 Retention rates will increase progressively

- a. Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later will increase from 60.9% to 63%.

4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs

- a. Percentage of full-time, first-time freshmen in associate degree programs who graduated from the college of entry within six years will increase from 19.7% to 21.7%.

5. Improve post- graduate outcomes

5.1 Professional preparation programs will improve or maintain the quality of successful graduates

- a. Percentage passing the NCLEX exam will remain high (at or above 85%), while the number of NCLEX test takers will increase.

5.2 Job and education rates for graduates will increase

- a. Six month job placement rate in career and technical education programs will increase from 75% to 76%.

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

- a. Student satisfaction with academic support services will increase from 2.91 to 2.93
- b. Student satisfaction with student services will increase from 2.76 to 2.79
- c. Student satisfaction with access to computer technology will increase from 3.11 to 3.12 and will remain among the highest in CUNY.

GOAL 3; 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 meet established enrollment targets for degree programs

- a. Headcount enrollment will increase from 10,740 in Fall 2010 to 11,000 in Fall 2011.
- b. FTE enrollment will increase from 7,794 in Fall 2010 to 8018 in Fall 2011.

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

- a. Articulation Agreements are expected for the following programs:
 - AS in Mathematics to NYCCT's new BS in Mathematics Education.
 - AAS in Nuclear Medicine to NYCCT's new BS in Radiological Science.
 - AAS in Medical Lab Technology to York College's updated BS in Clinical Laboratory Science/Medical Technology.
 - AAS in Automotive Technology to NYCCT' BS in Ed. Career and Technology Teacher Education.
 - AA in Liberal Arts, Political Science Option to John Jay College's BA in Political Science.
 - AAS in Digital Arts to NYCCT's BTech in Communication Design (revision).
 - AS in Community Health Education to Lehman's BS in Health Education and Promotion (revision).
 - AA Liberal Arts, Education Option with CCNY's early childhood/childhood teaching education program.
- b. Collaborative grant activities aimed at supporting transfer within CUNY include: Title V support for Criminal Justice transfer with John Jay College; Title V e-Portfolio aimed at transfer collaboration ith Lehman , Queens, and Laguardia Colleges; participation in John Gardner Institute in collaboration with Lehman and Hostos Colleges; STEM grant (funded by the US Department of Education) aimed at transfer with CCNY.

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.

- a. Enrollment targets for FY 2011-2012 are 1,065 registered students: 22 for Summer 2011, and 1,040 for Fall 2011 and Spring 2012.

- b. Successful completion goal is to achieve an 85% passing rate (grades of C- or better) for credit-bearing courses, and at least an 80% passing rate for developmental/gateway courses.
- c. Retention goal is for at least 80% of enrolled students in Fall 2011 and Spring 2012.

8. Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising will increase 10%

- a. Alumni-corporate fundraising will increase from \$1,651,416 for FY '11 to \$1,816,558 for FY12.

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

- a. Enrollment in Adult and Continuing Education (ACE) will increase to 5,300.
- b. ACE revenue target is \$550,000.

8.3 Colleges will improve or maintain sound financial management and controls

- a. The College will maintain sound financial management and controls.

8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities

- a. Financial Plan for FY12 will be fully implemented.
- b. College will continue to maintain a balanced budget.

8.5 Contract/grant awards will increase

- a. Contract/grants will increase to \$6.7 million.

8.6 Indirect cost recovery ratios will improve

- a. Maintain high indirect cost recover ratio (currently at 7.00).

9. Improve administrative services

9.1 Colleges will make progress with a declared capital campaign

- a. Capital campaign progress will include:
 - Develop logo for campaign
 - Develop giving kit with summaries of projects to be funded
 - Develop campaign components for Institutional Advancement website
 - Recruit of campaign committee and chair

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

- a. Student satisfaction with administrative services will increase from 2.87 to 2.89.

9.3 Colleges will improve space utilization

- a. The College will improve classroom and lab space utilization as recently reclaimed space can be used for these purposes.
- b. Work with CUNY DDCM on projects related to North Instructional Building such as Back Flow Prevention Project.

9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws

- a. BCC Environmental Health and Safety Risk Management Council will continue to assess major campus risks with the goal of confirming or reprioritizing the risks based on recent fiscal, operational and environmental factors.

9.5 All colleges will make timely progress on CUNYFirst implementation

- a. In collaboration with the University, will be well prepared for CUNYFirst implementation of campus solutions.

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.

The BCC Campus Sustainability Council will maintain timely progress of goals and objectives in accordance with their recognized, multi-year sustainability plan.