

**COLLEGE OF STATEN ISLAND**  
**The City University of New York**  
**2011-2012 Goals**

**June 27, 2011 (initial) – FINAL VERSION – August 31, 2011 (revised)**

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

**TARGET 1.1: Colleges and programs will be recognized as excellent by all external accrediting agencies.**

**CSI GOALS:**

- Complete the Middle States Self-Study document and host site visit on April 1-4, 2012.
- Make progress in pursuit of new discipline-specific accreditation endeavors for programs for which there is a national accrediting body, as a multi-year goal with a five-year time horizon (2009-2014); maintain accredited status for those programs that already have it.
  - Attain Benchmark 2 as next step in Social Work CSWE accreditation process for BSSW program.
  - Join AACSB as a non-accredited member, a step towards pursuing Business program accreditation.
  - Host NAACLS site visit for Medical Technology accreditation process.
  - Pursue CACREP (Council for the Accreditation of Counseling and Related Educational Programs) accreditation for the Master's in Mental Health Counseling Program.

**TARGET 1.2: CUNY and its colleges will draw greater recognition for academic quality and responsiveness to academic needs of the community.**

**CSI GOALS:**

- Advance new programs to address constituent needs.
  - Develop proposal for a DNP to be offered by the Nursing Department.
  - Develop a Letter of Intent for an MSW degree with a focus on disabilities to be offered by the Sociology, Anthropology & Social Work (SASW) Department.
  - Develop Letter of Intent for a major in Geography.
- Establish a chapter of Sigma Beta Delta, or a comparable Business honorary society.
- Expand the computational capacity of the High Performance Computation Center (IHPCC) by 10% from 1200 cores to 1320 cores; increase the number of research users from 300 to 330 as part of a multi-year goal, while maintaining availability of all computational architectures for CUNY researchers; contribute to grant writing in at least 8 proposals and funding opportunities; provide computational resources for scholarly activities, including journal papers and conference proceedings.
- Enhance the reputation of the institution as a whole, its faculty, and its programs, through scholarship, participation on boards and in national associations, in higher-education-related organizations, and conference presentations.

**TARGET 1.3: Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.**

**CSI GOALS:**

- Continue efforts to improve the Library as a center of inquiry and campus community, as part of a multi-year goal.

- Increase collections, electronic resources, and subscriptions, particularly in focus areas as they emerge or are reaffirmed.
  - Continue CSI's ten-year plan (2009-2019) to double the collection of books and monographs from the initial level of approximately 250,000 to 500,000 (an increase of 25,000 per year) to be at the minimum for the range of our peer and aspiring peer institutions; build upon the progress made to date (holdings have increased to 371,000).
  - Increase seating with a two-year goal (2009-2011) of providing seats for 10% of the FTE; be concerted about creating multi-purpose spaces to accommodate varied library uses; create a destination on campus.
  - Increase services, security, and traffic/usage data-collection opportunities to support institutional effectiveness initiatives.
- Complete program reviews for International Studies, History (BA and minor), Social Work (BA transition to BS), Medical Technology, Computer Science (major and AAS), and Computer Science (AAS and minor).

#### **TARGET 1.4: Use of technology to enrich courses and teaching will improve.**

##### **CSI GOALS:**

- Increase the number of sections of hybrid and/or totally online courses by 10% from a level of 98 in AY 10-11 to 108 in AY 11-12.
  - Develop better procedures within each department for categorizing, counting, and approving online courses of various kinds for delivery.
  - Develop faculty observation procedures for online and hybrid courses consistent with labor contracts and departmental policies and procedures.
- Expand the use of OWL Testing Software and across all foreign language instruction.

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

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

##### **CSI GOALS:**

- Establish the Faculty Center for Professional Development as a multi-faceted campus resource, as part of a three-year goal (2010-2013).
- Complete adjunct faculty handbook resource.
- Revise the Student Evaluation of Instructor (SEI) process; introduce a new evaluation instrument.
- Develop a training program for "Advanced Certification" of experienced faculty who teach online and could become trainers.

#### **TARGET 2.2: Increase faculty research/scholarship.**

##### **CSI GOALS:**

- Provide start-up and other needed support for newly-hired tenure-track faculty, negotiated on the basis of need; maintain a minimum level of \$6,750.
- Increase scholarship reported (all categories) by 10% from 702 to 770.

#### **TARGET 2.3: Instruction by full-time faculty will increase incrementally.**

##### **CSI GOALS:**

- Conduct 20 searches for Fall 2012.

- Increase the mean teaching hours of veteran full-time faculty from 7.1 to 8.5 or above, as part of a multi-year goal.

#### **TARGET 2.4: Colleges will recruit and retain a diverse faculty and staff.**

##### **CSI GOALS:**

- Include issues of recruitment and diversity in the annual evaluations of deans and department chairs.
- Implement peer faculty partnerships and hosting social events to facilitate community building.

#### **OBJECTIVE 3: Ensure that all students receive a quality general education and effective instruction.**

#### **TARGET 3.1: Colleges will provide students with a cohesive and coherent general education.**

##### **CSI GOALS:**

- Review all General Education requirements to facilitate transfer and develop the CSI 12-credit component, consistent with the Pathways project.

#### **TARGET 3.2: Colleges will improve basic skills and ESL outcomes.**

##### **CSI GOALS:**

- Improve general measures of basic skills as follows:
  - Percentage enrolled in summer immersion with an increase in score at end of summer.
    - Writing - % to increase incrementally from 79.5 to 81, as a transition to a weighted three-year rolling average calculation (74%).
    - Reading - % to increase incrementally from 94.4 to 96, as a transition to a weighted three-year rolling average calculation (95%).
    - Math 1 - % to increase from 90.7 to 92, as a transition to a weighted three-year rolling average calculation (92%).
    - Math 2 - % to increase from 87.9 to 91, as a transition to a weighted three-year rolling average calculation (91%).
  - Percentage pass rates on exit from remediation.
    - Reading - % to increase incrementally from 57.8 to 59, as a transition to a weighted three-year rolling average calculation (57%).
    - Writing - % to increase incrementally from 63.3 to 65, as a transition to a weighted three-year rolling average calculation (56%).
    - Math - % to increase incrementally from 55.1 to 57, as a transition to a weighted three-year rolling average calculation (49%).
- Increase the percentage of instructional FTEs in lower-division courses delivered by full-time faculty from 24.9 to 27, with a multi-year goal of 33%.
- Increase the percentage of remedial associate's degree students who are proficient by the 30<sup>th</sup> credit to 90 or higher, as part of a multi-year goal; set an interim goal of increasing from 85.4 to 87.
- Conduct a pilot CUNYstart cohort of 50 students administered through Continuing Education to provide remediation for unprepared students.

#### **TARGET 3.3: Colleges will improve student academic performance, particularly in the first 60 credits of study.**

##### **CSI GOALS:**

- Increase incrementally the College's percentage of students passing gateway courses with a grade of C or better from its current level of 84.8 to reach 86, as part of a three-year goal (2010-2013).
  - Increase the percentage of students passing freshman composition with a C or better from the current level of 92 to 93.

- Increase the percentage of students passing gateway mathematics with a C or better from the current level of 70.1 to 73.

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

##### **CSI GOALS:**

- Use both CUNY and College statistics to identify performance gaps between majority and underrepresented groups, in order to develop plans to improve student success.
  - ⊖ Reduce the percentage performance gap between Underrepresented Minorities (URM) and Non-URM in terms of one-year retention rate of first-time freshman in baccalaureate programs from 5.4 to 4.0.
  - ⊖ Reduce the percentage performance gap between males and females in terms of one-year retention rate of first-time freshman in baccalaureate programs from 7.1 to 6.0.
  - ⊖ Reduce the percentage performance gap between Underrepresented Minorities (URM) and Non-URM in terms of one-year retention rate of first-time freshman in associate programs from 11.4 to 9.0.
  - Reduce the percentage performance gap between males and females in terms of one-year retention rate of first-time freshman in associate programs from 4.5 to 3.0 as part of a multi-year goal (2010-2013).
- Decrease the gap in one year retention/graduation rates between Black women (60%) or Latina (67%) students and White women students (74%) by 25% to Black women (64%) and Latinas (69%).
- Establish the Equality Diversity Unity Resource Center (EDU-RC) to provide a safe space for LGBTQ communities and their allies, and serve as a resource for the entire campus community.

#### **TARGET 3.5: Colleges will show progress on implementing faculty-driven assessment of student learning.**

##### **CSI GOALS:**

- Complete an updated Assessment Plan for the College.
- Ensure that 100% of academic departments have assessment plans completed and at least 70% have executed them.
- Hold at least two workshops on assessment practices with the Academic Outcomes Assessment Committee and other interested faculty.

#### **OBJECTIVE 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion.**

#### **TARGET 4.1: Colleges will facilitate students' timely progress toward degree completion.**

##### **CSI GOALS:**

- Monitor and facilitate student progress.
  - Establish and implement a new policy in Fall 2011 requiring all students to declare a major by the 45<sup>th</sup> credit before registering for a subsequent term.
  - Increase the percentage of baccalaureate students declaring a major by the 70th credit from 90.2 to virtually 100, as part of a two-year goal (2011-2013).
- Examine the ratio of FTEs to headcount.
  - Increase the baccalaureate ratio incrementally from 0.824 to 0.828.

- Increase the ratio for associate students incrementally from 0.787 to 0.790.
- Develop an “Academic Amnesty” program or similar mechanism to facilitate the transition of once-matriculated students back to the College.

#### **TARGET 4.2: Retention rates will increase progressively.**

##### **CSI GOALS:**

- Increase the baccalaureate (1-year) retention rate incrementally from 83.4% to 84%, in a transition to a weighted rolling average calculation (81%).
- Increase the baccalaureate (2-year) retention rate from 68.8% to 70%, in a transition to a weighted rolling average calculation (70%).
- Increase the baccalaureate transfer (1-year) retention rate from 75.9% to 78%, in a transition to a weighted rolling average calculation (79%).
- Increase the baccalaureate transfer (2-year) retention rate from 68.5% to 70%, in a transition to a weighted rolling average calculation (70%).
- Increase the associate (1-year) retention rate incrementally from 67% to 68% in a transition to a weighted rolling average calculation (64%).
- Institute a pilot in Spring 2012 requiring all associate’s degree entrants to take SPD 101, an orientation course focusing on transition to college.
- Institute a pilot in Spring 2012 requiring all baccalaureate degree entrants to take SPD 102, an orientation course focusing on career exploration, development, and planning, during their second semester.

#### **TARGET 4.3: Graduation rates will increase progressively in associate, baccalaureate, and masters programs.**

##### **CSI GOALS:**

- Increase the baccalaureate (4-year) graduation rate incrementally from 24.2% to 25%, in a transition to a weighted rolling average calculation (25%).
- Increase the baccalaureate (6-year) graduation rate incrementally from 48.1% to 51% as part of a multi-year goal. In a transition to a weighted rolling average calculation (46%), set a one-year goal of 49%.
- Increase the baccalaureate transfer (4-year) graduation rate from 55.3% to 65% as part of a multi-year goal. In a transition to a weighted rolling average calculation, set a one-year goal of 58%.
- Increase the baccalaureate transfer (6-year) graduation rate from 60.1% to 63%, in a transition to a weighted rolling average calculation (66%).
- Increase the associate (6-year) graduation rate incrementally from 24.4% to 25%, in a transition to a weighted rolling average calculation (25%).
- Increase the master’s (4-year) graduation rate from 52.5% to 60%, as part of a multi-year goal. In a transition to a weighted rolling average calculation, set a one-year goal of 55%.

#### **OBJECTIVE 5: Improve post-graduate outcomes.**

#### **TARGET 5.1: Professional preparation programs will improve or maintain the quality of successful graduates.**

##### **CSI GOALS:**

- Maintain pass rates on the Liberal Arts and Sciences Test (LAST) and the Assessment of Teaching Skills-Written (ATS-W) at 98% or better.

- Increase the pass rate on the Content Specialty Tests (CST) incrementally from 90% to 92%.
- Increase the pass rate on the NCLEX Nursing Exam with a three-year goal (2009-2012) of stabilizing at 90% or better.
- Increase the percentage of first-time test-takers without an advanced degree passing at least one segment of the Uniform CPA incrementally from 37.1% to 38%, as part of a transition to a weighted three-year rolling average calculation (33%).
- Increase the average GRE score from 949 [based on average of data from 2004-2009 cohorts] to a three-year rolling average of 1000; increase the number of students taking (and reporting) the GRE, following from the 70% increase in 2010-2011, by making the test a requirement for admission to the College's own graduate programs.
- Raise the average LSAT score from 150 to 155 as part of a multi-year goal, while increasing the number of students who take the exam and report their scores to the College. Support the efforts of the student Government and Law Society to provide career-oriented programs and LSAT guidance.
- Increase the use of HETS test preparation resources by 33%.

#### **TARGET 5.2: Job and education rates for graduates will increase.**

##### **CSI GOALS:**

- Review the process to survey all graduates to track their career goals at the point of graduation, as part of a multi-year goal. Increase % of students responding to the graduation survey.
- Renovate space in Career Services area to accommodate recruiters coming to do campus interviews.
- Increase the six-month education placement rate in career and technical education programs from 38.5 to 41; increase the six-month job and education rate in career and technical education programs from 77.6 to 91, as a multi-year goal (2011-2014), with an interim goal of 82.

#### **OBJECTIVE 6: Improve quality of student and academic support services.**

##### **TARGET 6.1: Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology to augment instruction.**

##### **CSI GOALS:**

- Utilize the results of the Noel-Levitz data from CUNY pilot to inform program changes and strategies to improve student services.
- Decrease the number of warning/probation/dismissals to a level which is 4% of total enrollment or fewer.
- Expand the awareness and rate of adoption of *DegreeWorks* among faculty, staff, and students. Expand the assessment of faculty use. Increase the percentage of faculty who are "heavy users" (who can be resources for faculty colleagues) from 8 to 10 percent.
- Complete accreditation process for Counseling Office by the International Association of Counseling Services (IACS) accreditation.
- Initiate a program review process for all offices in the Division of Student Affairs.
- Increase student satisfaction with computer access on campus by completing new installations in the second and third floor Library facilities, adding more kiosks in academic buildings, and expanding the Library Laptop Loaner Program.

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

**TARGET 7.1: Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.**

**CSI GOALS:**

- Raise the academic quality of baccalaureate entrants.
  - Increase total FTE by 2.5% to 11,100; increase average SAT (CR and M) from 1008 to 1015 and CAA of regularly admitted first-time freshman to baccalaureate programs from 84.3 to 84.6.
  - Maintain the entering cohort of Macaulay Honors College at CSI (Class of 2015) at 40 students with an average SAT score of 1260 or better and CAA of 92. Focus on developing 25th and 75th percentile SAT targets, rather than using averages.
  - Increase the Teacher Education Honors Academy (TEHA) with the goal of admitting 10-15 students, while keeping the average CAA at or above 89 and the average SAT score (CR and M) at or above 1130.
  - Continue to develop The Verrazano School as a local honors program by increasing the number and quality indicators of the incoming class to a level of 100 students, while increasing the average SAT to 1075 and CAA at or above 80; develop 25th and 75th percentile targets, rather than using averages.
  - Establish a first-time freshman learning community model for the Science and Technology Expansion via Applied Mathematics (STEAM) program.
- Increase graduate enrollment by 2%, with a multi-year goal of returning to 2002 enrollment numbers of 1500; launch new master's degree programs; review admissions criteria and procedures for current programs.
- Increase the number of seats filled in Adult and Continuing Education classes by 5% to 4,436, with a multi-year goal to increase above the 2006-2007 level.

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

**CSI GOALS:**

- Maintain TIPPS equivalencies at or near 100%, while working to reduce the number of courses designated as non-transferable below 16.1%.
- Increase percentage of AA/AS recipients who transfer to a CUNY Baccalaureate program from 66.8 to 68.
- Increase percentage of AAS recipients who transfer to a CUNY Baccalaureate program from 54.2 to 56.

**TARGET 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 pre-college activity.**

**CSI GOALS:**

- Meet target enrollment of 650. [Note: The goal of 650 total participants reflects the CSI College Now budget approved by CUNY for the 2012 fiscal year. The reduced enrollment total is also due to restrictions implemented by CUNY as to the number of course offerings available and the number of students per class.]
- Expect 90% of College Now students to successfully complete college credit courses.
- Re-enroll 33% of students in another College Now course.

**OBJECTIVE 8: Increase revenues and decrease expenses.**

**TARGET 8.1: Alumni-corporate fundraising will increase 10%.**

**CSI GOALS:**

- Increase alumni-giving percentages and participation rates incrementally from the current level of 2.5% to 3%, as part of a five-year goal (2010-2015). Increase the level of alumni annual giving by 10% from \$142,500 to \$156,750.
- Develop a Homecoming for Fall 2011 in cooperation with Athletics; target this group with fundraising solicitations to increase giving 10% in FY2012.
- Raise \$500,000 in corporate and foundation gifts in FY2012.
- Hold a third Celestial Ball on December 3, 2011, with the target of raising \$650,000 in total support, including grants, sponsorships, and tickets.
- Increase total dollars raised by 10% over FY 11 to \$3,834,000.

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

**CSI GOALS:**

- Enroll minimum number of students required by CUNY and exceed enrollment expectations by 3% for remedial programs (CLIP, CUNY Start).
- Establish new partnerships for program delivery.
- Maintain Continuing Education revenue levels by identifying new funding sources for Workforce Development programs.

**TARGET 8.3: Colleges will improve or maintain sound financial management and controls.**

**CSI GOALS:**

- Maintain the ratio of tax-levy budget spent on administrative services. The College will continue to use an "All Funds" budget approach to identify revenue streams from outside tax-levy funds to support administrative functions normally supported by the tax-levy budget, and will achieve other savings on the administrative side.
- Maintain a balanced budget. The College administration will assist Divisions and departments in monitoring their own budgets through monthly reports. The College will also seek to use non-tax levy sources for administrative expenditures when appropriate.

**TARGET 8.4: Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities.**

**CSI GOALS:**

- Present evidence of a financial plan and balanced budget. The budget will rely, when needed, on an "All Funds" approach to meeting the College's financial needs.
- Maintain a CUTRA balance between 1% and 3% of budget.

**TARGET 8.5: Contract/grant awards will increase.****CSI GOALS:**

- Increase the total number of grant submittals to external funding agencies by 4% from 134 to 140.
- Increase the number of grant submittals to external funding agencies among faculty in the Division of Humanities & Social Sciences by 10% from 45 to 50.
- Increase the total amount of grant and contracts awarded by 3.8% from \$10.4 to \$10.8 million.

**TARGET 8.6: Indirect cost recovery ratios will improve.****CSI GOALS:**

- Increase indirect cost recovery as a percentage of overall activity for FY12 to 13%, the weighted average of the last three reported years.

**OBJECTIVE 9: Improve administrative services.****TARGET 9.1: Colleges will make progress within a declared capital campaign.****CSI GOALS:**

- Implement silent phase of capital campaign. Raise a total of \$2.8 million from all monetary sources by June 30, 2012.
- Identify and solicit Campaign Chair(s), Major/Leadership Gift Chair(s), Foundation Board Chair(s), Foundation and Corporations Chair(s)/Civic Leadership Committee.

**TARGET 9.2: Student satisfaction with administrative services will rise or remain high at all CUNY colleges.****CSI GOALS:**

- Complete planned Registrar Service Center project to enhance customer service through amenities like privacy stations, new computers, and welcoming glass entrance.
- Complete the e-billing installation in Fall 2011, reducing costs and saving paper and resources as part of the College's green initiative.
- Hire consultants to review the structure of the Division of Finance & Administration.
- Implement The CUNY Revised Tobacco Policy in a phased process with designated smoking areas and multi-faceted informational campaign.

**TARGET 9.3: Colleges will improve space utilization.****CSI GOALS:**

- Identify ways to increase the percentage of instruction delivered on Fridays, nights, and weekends at or just above 53%, noting that the College is operating at capacity within its space constraints.
  - Initiate a program to offer SPD 101 (Freshmen Orientation) sections during Club Hours to conserve space, while simultaneously exposing new students to campus activities.

- Expand the Hybrid Course Initiative to increase room conservation.

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

**CSI GOALS:**

- Implement a webpage with convenient access to all integrity-oriented policies, publications, and resources as an outgrowth of the Middle States self-study process.
- Participate in the CUNY-wide mandate for Risk Management Plans by assessing potential risk areas and completing sample testing.
- Assess campus lighting; affix buildings with external down lighting to ameliorate potential safety hazards.

**TARGET 9.5: All colleges will make progress on CUNYfirst implementation.**

**CSI GOALS:**

- Complete the data conversion and training for staff for CUNYfirst Campus Solutions in line with the Wave 3 rollout campuses.
- Incorporate *emplids* for students into the parking decal system used by Auxiliary Services when CUNYfirst Campus Solutions is rolled out.

**TARGET 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.**

**CSI GOALS:**

- Implement elements of the College's ten-year Campus Sustainability Plan.
  - Plant 100 new trees (in addition to the 800 2-inch and 750 half-inch trees planted in 2009) as part of the Mayor's Million Tree Initiative.
  - Expand the Students' Community Garden.
- Organize and promote campus participation in Recyclemania with the goal of surpassing 2010-2011 performance results.