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

**TARGET 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.

**CSI GOALS:**

- Develop the mission, vision, and values statements of an inclusive, comprehensive, campus-wide Strategic Plan.
- Identify new and/or reaffirm previous campus priority programs (areas of focus).
  - Revisit flagship initiatives identified in the College’s 2001-2006 Strategic Plan and identify campus areas of focus. These will be evaluated in terms of their alignment with the University Flagship initiatives, progress made since 2006, and level of relevance/appropriateness going forward.
  - Institute a Request for Proposals (RFP) for new programs or areas of focus that are collaborative and interdisciplinary.
- Continue to build upon the College’s strengths in key high-impact research areas.
  - Expand the capabilities of the High Performance Computational and Visualization Center (HPCVC) by increasing the number of active users by 25% from 80 to 100, increasing the computational capability from 480 to approximately 600 cores, and offering educational opportunities/events.
  - Explore the establishment of a regional/CUNY imaging center (with a focus on small animals) as a potential research focus area with a three-year time horizon.
  - Identify other potential research areas.
- Enhance scholarship and research training for students at all levels through mentoring, research exposure, and progressively sophisticated skill-building experiences.
- 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 the focus areas as they emerge or are reaffirmed.
  - Initiate a ten-year plan to double the collection of books and monographs from the current 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.
  - Increase seating with a two-year goal 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.

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

**CSI GOALS:**

- Initiate efforts to earn external accreditation for programs for which there is a national accrediting body, as a multi-year goal with a five-year time horizon; maintain accredited status for those programs that already have it.
  - Concentrate predominantly on one program at a time, while moving several forward simultaneously towards accreditation readiness.
  - Consider programs in Med Tech, Social Work, Physician’s Assistant, and Business, and others for accreditation.
  - Maintain accreditation for Education (NCATE), Computer Science and Engineering Science programs (ABET), Nursing (NLNAC), Physical Therapy (CAPTE), and Chemistry (ACS).
• Identify master’s programs that are commensurate with the College’s flagship initiatives and campus areas of focus, which stem from the Strategic Planning Process and accompanying Requests for Proposals for new programs (as described in 1.1).

• Expand the presence of learning communities on campus; Macaulay Honors will enroll a double cohort of students (raising its incoming class from 20 to approximately 40); The Verrazano School will graduate its first students.

• Increase the College’s interaction with the CUNY Graduate Center through participation in joint doctoral programs, graduate student research opportunities, and CSI faculty participating in Graduate Center teaching.
  o The number of doctoral students mentored by CSI faculty will increase by 5%.
  o The number of doctoral level hours taught by CSI faculty will increase by 5%.
  o The number of CSI faculty holding Graduate Center Appointments will increase by 5%.

• Explore affiliations with honorary societies/organizations (e.g., Golden Key, Phi Beta Kappa, Phi Beta Delta, and Beta Gamma Sigma) with the multi-year goal of obtaining chapter status.

• Enhance the reputation of the institution as a whole, its faculty, and its programs through scholarship, participation on boards and in national associations, participation in higher-education-related organizations, and conference presentations.

**TARGET 1.3: Program reviews, with analyses of enrollment and financial data, will shape academic decisions and allocations by colleges.**

**CSI GOALS:**

• Expand the personnel and capabilities required for data collection, analysis, and measurement of institutional effectiveness to strengthen data-driven decision-making.
  o Hire a Director of the Office of Institutional Research and Assessment.
  o Expand data collection capabilities to measure student success.
  o Implement capabilities to access and better utilize the CUNY Data Warehouse.

• Expand upon the development and continuously refine the College’s Dashboard – available on the College’s website.

• Undertake an analysis of the Program Review Process, including department/program selection and sequencing.

**TARGET 1.4: Colleges will use technology to enrich courses and teaching.**

**CSI GOALS:**

• Establish a Faculty Center for Professional Development.
  o Identify space on campus.
  o Determine organizational structure, personnel needs, and programming.
  o Hire a Director of eLearning.

• Review the institution’s strategy for offering online courses, as part of the Strategic Planning Process.

• Increase the number of sections of hybrid and/or totally online courses as a three-year goal.
  o Double the number of online courses from 15 to 30.
  o Identify programs that could offer most (if not all) courses online.
| TARGET 2.1: Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers. |
|CSI GOALS: |
| - Use the Strategic Planning Process and the related Request for Proposals to identify new areas of focus as guides for new faculty hiring. In addition, data and goals set in the PMP will inform the allocation of lines and hiring plans. |
| - Review the new part-time faculty orientation process with the goal of ensuring that all instructors have a full orientation opportunity. |

| TARGET 2.2: Increase faculty research/scholarship. |
|CSI GOALS: |
| - Provide support for faculty active in their areas of scholarship. |
| - Provide start-up and other needed support for untenured junior faculty. |
|   - Ensure that all tenure-track junior faculty receive a start-up package of at least $6,500. |
|   - Ensure that requests for additional start-up dollars are met, when appropriate. |
| - Revise the orientation for new faculty to include early assessments of research needs and experience levels; tailor activities and supportive programs based on results. |
| - Review the staffing of the Office of Sponsored Research to assure appropriate support for faculty in preparing and submitting grant proposals. |

| TARGET 2.3: Instruction by full-time faculty will increase incrementally. |
|CSI GOALS: |
| - Increase the percentage of instruction in undergraduate courses delivered by full-time faculty by approximately 1%, to 45%. |
| - Increase the mean teaching hours of veteran full-time faculty incrementally, as the College maintains its commitment to supporting junior faculty research activity. |

| TARGET 2.4: Colleges will recruit and retain a diverse faculty and staff. |
|CSI GOALS: |
| - Expand the activities of the existing Inclusive Excellence Committee. |
|   - Hold meetings with campus governance groups, department chairs, and search committees to inform, generate consensus, and build alliances around Inclusive Excellence initiatives. |
|   - Schedule briefings with faculty and staff who attended AAC&U Summer Workshop on Inclusive Excellence. |
| - Review underrepresented population statistics in all areas. |
|   - Consult national statistics and comparative CUNY data to benchmark progress in the recruitment of historically underrepresented faculty. |
|   - Examine gender representation in the sciences. |
- Hire a Director of Diversity and Compliance.

- Collaborate with HBCU’s, Hispanic-Serving Institutions, programs with high concentrations of underrepresented doctoral graduates, and discipline-specific organizations to generate diverse applicant pools and recruit for tenure track positions.

**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:**

- Charge the General Education Committee with the task of reviewing the entire general education structure, as part of a three-year goal. Freshman seminars, learning communities, service-learning, critical thinking through writing, and other initiatives identified by the AAC&U LEAP Project will be emphasized in the review. Resulting recommendations will then be implemented over a two to three-year period.

- Identify a new CUE Director, who will ensure a broad-based campus perspective and be the liaison to the central CUNY committee.

- Execute a comprehensive informational campaign to familiarize the campus community with CUE’s purpose, benefits, and integrated initiatives.

**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 from 71.8 to 73 in the current year, with successive increases to 76%, 78%, and 80% over the following three years.
    - Reading - % to be increased slightly from 94.8 to 95.
    - Math 1 - % to be maintained at or above 94.
    - Math 2 - % to be increased from 93.5 to 94.

  - Percentage pass rates on exit from remediation.
    - Reading - % to increase from 55.8 to 58.
    - Writing - % to increase from 52.9 to 55.
    - Math - % to increase from 45 to 47.

- Increase the percentage of instructional FTEs in lower-division courses delivered by full-time faculty from 35.4 to 39.

- Increase the percentage of remedial associate students who are proficient by the 30th credit from 89.2 to 90.

**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 90.8 to reach 93, as part of a three-year goal.
### TARGET 3.4: Show and pass rates on CUNY proficiency exam will increase.

**CSI GOALS:**

- Improve outreach to students, in order to increase the percentage of required invitees who take the CUNY Proficiency Exam from 74.2 to 77.
- Increase the percentage of required test-takers passing the CPE from 90.9 to 92.

### TARGET 3.5: Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

**CSI GOALS:**

- Research and monitor both CUNY and College statistics of performance gaps between majority and underrepresented groups in order to improve student success.
- Develop student success programs to improve the academic success of underrepresented students. Our STEAM program shows signs of closing the gender gap in the sciences; the College will conduct further analyses and build upon successes.

### TARGET 3.6: Colleges will show progress on implementing faculty-driven assessment of student learning.

**CSI GOALS:**

- Require every academic department to have an approved mission statement, program goals, and an assessment plan by the end of AY 2009-2010.
  - Formalize a process by which departmental mission statements, program goals, and assessment plans are reviewed by the dean, subcommittee of the College-wide assessment committee, and by the full assessment committee.
  - Document assessment accomplishments and make them available on the College’s website.
- Provide faculty and staff with professional development opportunities and training related to assessment of student learning.
  - Organize CSI’s annual Day of Assessment Conference in Spring 2010
  - Expand the distribution of [FORTNIGHT](#), CSI’s communiqué about assessment and institutional effectiveness, from its current level of 325 campus recipients to include all new faculty and HEO staff hires.
- Prepare for the College’s Middle States Commission’s decennial reaccreditation visit in 2011-2012.
  - Attend the MSCHE invitational workshop on the self-study process in November 2009.
  - Disseminate information about the Middle States Log (a CSI internal data compilation) on the College website.

### 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:**

- Build upon the substantial success of the College’s year-round (summer and winter session) programs.
  - Increase the number of course offerings by 5% from 226 in Summer 2009 to 237 in Summer 2010; expand promotion and activities associated with “Summer at CSI.”
  - Increase the number of course sections by 10% from 54 in Winter 2009 to 59 in Winter 2010.
• Examine the ratio of FTEs to headcount.
  o Maintain the already-high baccalaureate ratio at or about 0.831, noting the College’s recent initiative to move almost 3000 associate students to baccalaureate status.
  o Increase the ratio for associate students from 0.739 to 0.76.

• Monitor and facilitate student progress.
  o Increase the percentage of baccalaureate students declaring a major by the 70th credit from 95.8 to 97.
  o Set, as a two-year goal, the requirement that undergraduate students entering as freshmen will select a major by their second semester; all transfer students will be required to declare a major upon enrollment.

• Examine academic advisement.
  o Assess academic advisement for majors and non-majors as a cornerstone to the overall student success initiative.
  o Assign each academic department the responsibility of academic advising for their respective majors.

• Expand existing support structures and programs.
  o Develop (as a two-year goal) a structure that will require all freshmen to participate in summer orientation and a semester-long freshman orientation course.
  o Explore the creation of a separate school for all students below the baccalaureate degree level.
  o Develop a structure to require students on academic probation to attend academic support and counseling services.

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

**CSI GOALS:**

- Increase the baccalaureate (1-year) retention rate from 81.6% to 83%.
- Increase the baccalaureate (2-year) retention rate from 69.7% to 70%.
- Increase the baccalaureate transfer (1-year) retention rate from 78.9% to 80%.
- Increase the baccalaureate transfer (2-year) retention rate from 70.5% to 71%.
- Increase the associate (1-year) retention rate from 63.4% to 63.9%.

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

**CSI GOALS:**

- Increase the baccalaureate (4-year) graduation rate from 25.8% to 26%.
- Increase the baccalaureate (6-year) graduation rate from 45.6% to 48%.
- Increase the baccalaureate transfer (4-year) graduation rate from 57.1% to 60%.
- Increase the baccalaureate transfer (6-year) graduation rate from 67.1% to 67.5%.
- Increase the associate (6-year) graduation rate slightly from 24.9% to 25%.
- Increase the master’s (4-year) graduation rate from 62.8% to 64%.
- Raise graduation rates by improving academic advisement of students who have achieved over 90 credits.
- Increase the number of sections of courses students need to graduate.

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

**TARGET 5.1: Professional preparation programs will improve or maintain high numbers 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 95% or better.
- Increase the pass rate on the Content Specialty Tests (CST) from 87% to 90%.
- Increase the pass rate on the NCLEX Nursing Exam from 80.3% to 85, with a three-year goal 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 from 32.6% to 34%.

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

**CSI GOALS:**

- Review the process to survey all graduates to track their career goals at the point of graduation.
- Use National Student Clearinghouse data to determine how many CSI graduates pursue additional graduate or professional education.

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

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

**CSI GOALS:**

- Evaluate and reorganize the New Student Orientation program, for implementation beginning with the summer 2010 orientation classes.
  - Expand orientation programs for existing specific cohorts (e.g., BMI, The Verrazano School) and identify new groups for targeted programs.
  - Encourage greater faculty involvement in New Student Orientation and One-Stop Advisement.
  - Scale up program capacity with the future goal of making the orientation event mandatory for all freshmen and transfer students.
- Advance program innovation to improve retention and support student success.
  - Initiate plans for a semester-long orientation course required for all freshmen and transfer students, to be developed as a collaborative effort by Academic Affairs and Student Affairs.
  - Examine the current voluntary support (administered by the Counseling Center) for students who are on academic probation, with a two-year goal of developing a structure that requires every student on academic probation to participate in an array of academic support and student services as a condition of their probationary status.
- Improve academic advisement.
  - Examine staffing needs in the Office of Academic Advisement.
  - Launch an integrated communications campaign to increase the awareness and rate of adoption of DegreeWorks among faculty, staff, and students.

- Examine the Counseling Center as part of the Student Affairs Division’s ongoing program to measure institutional effectiveness and student satisfaction.

- Enhance career services.
  - Hire at least one additional career counselor, funding permitted
  - Initiate a program under the auspices of the Career & Scholarship Center to facilitate non-local, significant internship opportunities to meet the increasing demand and needs of our students

- Examine results of NSSE and BCSSE surveys to determine areas where deficiencies in the College could affect student’s satisfaction, success, and/or retention.

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

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

**CSI GOALS:**

- Raise the academic quality of baccalaureate entrants.
  - Enroll a doubled cohort of Macaulay Honors College at CSI in the Class of 2013.
  - Implement the College’s valedictorian scholarship program to attract high achievers.

- Increase graduate enrollment by 5%.

- Explore converting GED continuing education students into associate or baccalaureate degree students, if they complete remediation.

- Build upon the College’s momentum in marketing/branding/positioning using an integrated media approach.

- Plan for a ten-year enrollment increase from the present 10,000 FTEs to 14,000 FTEs.

**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 minimizing the number of courses designated as non-transferable.

- Explore articulation agreements with other CUNY campuses, particularly with regard to specialized programs (e.g., John Jay College’s partnership programs in Criminal Justice and Forensic Science).
**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:**
- Restructure the College Now Program at CSI.
  - Hire a program director for College Now.
  - Develop College Now into a student-focused program by increasing course offerings to students in the high schools.
- Increase by 10% the number of high school students enrolled in both remedial and credit-bearing baccalaureate courses in the College Now Program.
- Double, as part of a three-year goal, the number of College Now students who enroll as degree-seeking students at the College.

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

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

**CSI GOALS:**
- Increase total voluntary support by 10% over the 2008-2009 level, to approximately $1.5 million (assuming the availability of the necessary resources). Please note that the final 2008-2009 value will be made available after the current fiscal year 2009 wrap-up.
- Identify and initiate tracking of alumni-giving percentages and participation rates.

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

**CSI GOALS:**
- Attempt to maintain (if not increase) Continuing Education revenue, in light of the College’s strategic decision to give first priority to degree-seeking regular students in its space allocations and classroom scheduling.
- Explore the possibility of locating alternative space for holding Continuing Education classes.

**TARGET 8.3: Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services.**

**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.
- Generate significant cost efficiencies through third-party credit card cost relief, PBX network self-maintenance, and other methods.

**TARGET 8.4: Colleges will implement financial plans with balanced budgets.**

**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.
<table>
<thead>
<tr>
<th><strong>TARGET 8.5:</strong> Contract/grant awards will rise.</th>
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<td><strong>CSI GOALS:</strong></td>
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<tr>
<td>- Build on targeted interdisciplinary initiatives such as the HPCV C and an Imaging Center to increase the number of grant submittals to external funding agencies.</td>
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<th><strong>TARGET 8.6:</strong> Indirect cost recovery ratios will improve.</th>
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<td><strong>CSI GOALS:</strong></td>
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<tr>
<td>- Increase indirect cost recovery by five percentage points from the 2008-2009 rate.</td>
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<th><strong>OBJECTIVE 9: Improve administrative services.</strong></th>
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<td><strong>TARGET 9.1:</strong> Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact.</td>
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<td><strong>CSI GOALS:</strong></td>
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<tr>
<td>- Review the organizational structure of the Office of Advancement and External Affairs during the 2009-2010 academic year to more effectively comply with CUNY Guidelines and to better document participation in the CUNY Compact.</td>
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<tr>
<td>- Review and restructure the CSI Foundation as ongoing process during AY 2009-2010. Board development will be a major focus.</td>
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<td>- Expand the CSI Foundation’s capabilities to use fundraising software.</td>
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<td>o Implement Financial Edge as a complementary module to Raiser’s Edge.</td>
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<td>o Conduct staff training and system evaluation necessary to streamline donor outreach and auditing processes.</td>
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<td>- Strive to have all three voluntary organizations -- The CSI Foundation, the Alumni Association, and The Friends of CSI -- work more closely together.</td>
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<td>o Plan and execute the College’s first gala in several years to raise scholarship funds with support of the three voluntary organizations.</td>
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<td>o Explore the formation of an emeriti organization.</td>
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<th><strong>TARGET 9.2:</strong> Student satisfaction with administrative services will rise or remain high at all CUNY colleges.</th>
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<td><strong>CSI GOALS:</strong></td>
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<td>- Engage the services of a Q-Matic consultant to review the use of the enrollment service management system, improve report generation, and maximize capabilities in the HUB and 2A atrium during peak-load periods.</td>
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<td>- Build and integrate College services for veterans by targeting services, promotion, and ancillary programs (e.g., the SBDC). Implement qualitative and quantitative data collection mechanisms to determine the satisfaction levels of this market segment.</td>
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<th><strong>TARGET 9.3:</strong> The % of instruction delivered on Fridays, nights, weekends will rise to better serve students and use facilities fully.</th>
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<tr>
<td><strong>CSI GOALS:</strong></td>
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<tr>
<td>- Maintain the percentage of instruction delivered on Fridays, nights, and weekends at or just above 53.6%, noting that the College is operating at capacity within its space constraints.</td>
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- Explore moving additional courses and programs to nights and weekends.
- Explore moving Continuing Educations programs to nights and weekends in order to give priority to degree-seeking students during prime time.

**TARGET 9.4: Prepare and implement a campus risk management plan that is integrated with the University’s risk management program.**

**CSI GOALS:**

- Review the composition of the CSI Risk Management Committee with the goal of broadening the concept of risk management and maximizing the group’s representation across campus constituencies.

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

**CSI GOALS:**

- Develop additional reports/queries for the HCM module to assist in seamless migration for the CSI HR department.
- Develop a strategy for the implementation of “emplid” (employee IDs) in CSI Shadow systems and begin implementation on selected systems.

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

**CSI GOALS:**

- Charge the College’s Sustainability Committee with the creation of a unique and measurable ten-year Campus Sustainability Plan. Included in the plan will be ways to incorporate sustainability into the fabric of the college, its curriculum, the student body and the Staten Island Community.
- Develop a transportation task force to guide planning the shuttle routes, their frequency, and other transportation issues affecting the campus.