1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix (Raise Academic Quality)

1.1 Resources will be shifted to Univ. flagship and college priority programs to support the Univ.’s commitment to become a research-intensive institution

The College will begin implementing its new Strategic Plan 2009-13, emphasizing increasing faculty scholarship and research. In addition to ongoing support for flagship and priority programs (and creating new flagship programs), 6 departments have been identified for enhanced investment & performance in the 1st year of implementation: Biomedical Engineering, Chemical Engineering, Biology, Earth and Atmospheric Sciences, Economics, and Foreign Languages and Literatures.

- Develop Responsibility Centered Management for the 6 departments; improve administrative services; develop enrollment and retention goals.
- New or renovated research facilities: nano-fabrication laboratory, Energy Institute, and CUNY-CAT.
- Develop plans for establishing a flagship School of the Arts
- Begin multi-year development of content-rich Web pages highlighting funded research at CCNY; initially enhance sites for 3 of the pilot departments and 1-2 institutes

1.2 CUNY and its colleges will draw greater recognition for academic quality

Program accreditation and rankings will continue to achieve high marks, and the College will expand academic and cultural events that are open to the broader community. Improve the coordination of events and dissemination of information to increase participation by students, faculty and alumni. Initial plans will be developed to establish a Performing Arts Center.

- The College will submit a Substantive Change Report to Middle States incorporating the newly established Ph.D. programs in Engineering and Science.
- Education will receive full NCATE accreditation & complete Specialized Professional Association reports
- Engineering will hold a "mock ABET" accreditation visit in preparation for the visit in Fall 2010
- Additional steps toward affiliate LCME accreditation with Downstate Medical Center will include new educational collaborations
- Improve Fiction Week ranking of MFA in creative writing (2010; 2005 ranking 37)
- Advise legislators of Centers and Programs that have made significant contributions to the environment
- Enhance links to local cultural and other institutions that increase our connection to the community
- Lecture/Seminar series by leading scholars will be offered on the main campus and CWE
- High-quality publications in areas delineated in the Strategic Plan plus a concerted outreach effort will result in an increase in positive media coverage of 3% per year, particularly in areas of research, and faculty & student achievements.
1.3 Program reviews, with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations by colleges

Review academic programs in the College of Liberal Arts and Science according to established 5-year cycle (2009-10: Political Science, Sociology, Latin American & Latino Studies, Black Studies, Physics); Centers and Institutes to be reviewed are CASI (Science), DSI (Social Science), CAEDD (Engineering). Implement changes based on external reviews (e.g. move International Relations to Political Science, changing degree offered and offer internships). Reduce costs of Undergraduate instruction by $500,000 by 2012.

1.4 Colleges will use technology to enrich courses and teaching

Expand the number of smart classrooms by 25 plus all CWE classrooms, introduce technology, provide training in teaching with technology at CETL and CWE, and expand wireless coverage (10 new stations) and signal strength throughout the campus. Test and evaluate new technologies. Introduce instructional technology in Organic Chemistry, Astronomy, the new Global Warming Perspective course, the new Public Service Management program, and Math and Science Education

2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity (Raise Academic Quality)

2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers

The faculty recruitment plan calls for recruiting more senior level faculty members in Chemistry, Biology, Mechanical Engineering, Biomedical Education, Economics and Political Science (Skadden Arps and Spitzer named-professors) and a new Director of Photonics

2.2 Faculty research/scholarship will increase from 2008-2009 levels

The focus of the Strategic Plan on research and scholarship calls for an increase in both external funding and performance. To this end a position of Assistant Vice President for Research will be created to oversee all aspects of research college-wide. Faculty publications and creative work will increase by 2%

2.3 Instruction by full-time faculty will increase incrementally

Over the next 4 years, maintain undergraduate enrollment and increase graduate enrollment. At the same time, FTE enrollment is expected to increase with increasing enrollment of FT students. Faculty size will remain stable. Instruction by FT faculty will increase due to recruitment of additional lecturers and implementation of the new General Education. Furthermore, the College will begin a gradual conversion of multi-section introductory courses into large lectures based on space availability.

- Percentage of Instructional FTE by FT faculty will increase to 49.5
- Percentage of FTE in undergraduate courses will increase to 50
- Percentage of FTE in Graduate courses will remain stable at 70

2.4 The percentage of under-represented faculty and staff will meet or exceed the percentage available

Increase activities to educate search committees to promote diversity in recruitment, retention and promotion; assist in identification of resources and strategies to attract more qualified diverse applicants, and conduct recruitment-training workshops for Chairpersons and Department P&B Committees

Additional Objective 2 Targets

The Office of Student Affairs will support and empower faculty and staff to better serve students.

- Create a Behavioral Intervention Team to establish baseline data and provide workshops for faculty on how to address disruptive student behavior, including disability related disruptive behaviors
- Childcare Center will begin serving faculty/staff (subject to CUNY BoT approval)
3. Ensure that all students receive a quality general education and effective instruction. Ensure that all students receive a solid general education and effective instruction (Improve Student Success)

### 3.1 Colleges will provide students with a cohesive and coherent general education

Expand implementation of new General Education requirement by adding Perspectives courses in History, Literature and U.S. Society, new Quantitative Reasoning courses (FQUAN), and new New Student Seminar. Learning assessment will be incorporated in new courses.

- Double the number of FQUAN seats for new freshman students
- Implement a system of evaluating Perspectives courses and a pilot with 50 freshmen for e-Portfolio Direct Assessment
- Develop workshops for adjuncts in departments with large instructional needs, especially English and Mathematics.
- Implement e-Tutorial services in the Writing Center
- Introduce the new Global Warming Perspectives course in General Education

### 3.2 Colleges will improve basic skills and ESL outcomes

Summer programs and SEEK courses will be upgraded to address the needs of students with limited academic preparations. The number of students admitted conditionally will be reduced.

- Percentage of non-ESL SEEK students who pass basic skills within 1 year will increase to 90
- Percentage of SEEK students who pass all skills test within 2 years will increase to 96%
- Percentage of FTE instruction in lower division courses will increase to 42
- Offer an English Language Program to at least 80 international students through A&CE

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

Provide academic and student support services to raise lower division performance.

- Introduce a quantitative reasoning course for new freshmen
- Increase to 70% the number of students passing gateway mathematics
- SEEK students pass rates in introductory general education courses will increase by 5%
- Accessibility, Wellness & Counseling Center (AWCC) will double the # of counselors in its externship program to 4, create peer led programming and collaborate on at least 2 academic programs.
- Offer student athletes academic support services, including computer lab, 4 study skills workshops per semester and pre-registration program planning
- Identify additional faculty interested in participating in the Sophomore Year Jump program for students in their 1st 60 credits of study, implement 2 programs and invite 300 sophomores to participate in 6 programs. Collaborate with SEEK and student support services to include their students.
- Create 3 living learning committees in the Towers.

### 3.4 Show & pass rates on CUNY proficiency exam will increase

Additional tutorial sessions will be available to prepare students for the CPE. Targets are 80 for show, 95 for pass (90 for SEEK)

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

Targets: 1 year retention URM: 0-1.0, gender 3.3; % credit hours earned over attempted: URM: 3.2; gender: 2.0.
3.6 Colleges will show progress on implementing faculty-driven assessment of student learning

Continue implementation of academic assessment at the program, general education, and graduate levels by developing faculty-approved multi-year assessment plans for all undergraduate and graduate programs and general. The plans will incorporate learning outcomes assessment in external reviews and Dean's PMP. Fully integrate academic assessment into decision making processes through clear institutional and departmental policies and guidelines about the reporting and use of assessment results, responsibilities and ensuring continuity and oversight.

- Implementation of a recognition system for academic effectiveness.
- Review and fine-tune curriculum grids, program learning outcomes posted on department and/or assessment Web site, include program learning outcomes in Bulletin.
- Show progress on all learning assessment categories in the required progress letter to Middle States, due April 1, 2010.

4. Increase retention and graduation rates and ensure students make timely progress toward degree completion (Improve Student Success)

4.1 Colleges will facilitate students’ timely progress toward degree completion

The Strategic Plan sets two general targets to be achieved by 2012: 1st-year retention rate of 85% and 6-year graduation rate of 50%. These will be aided by targeted programs aimed at building better connections between the student and the college, including a 2-day orientation for new freshmen, parent's day hosted by the President and a month-long series of programs each semester encouraging students to declare a major.

- The number of credits earned by SEEK students in the first year will increase to 22

4.2 Retention rates will increase progressively

Retention rates will increase by 2%; 1 year SEEK retention rate will increase to 82%

4.3 Graduation rates will increase progressively in baccalaureate/masters programs

Special attention will be given to seniors making sure they graduate on time (Graduation Project). Targets are 4 year--12%, 6 year--40% (30% for SEEK). Note that the 4-year rate should exclude students in 5-year programs (such as Architecture and Biomedical Education).

Additional Objective 4 Targets

Student Affairs will provide supplemental support programs to improve retention by addressing isolation and creating a community. Initiatives will target student-parents, students with disabilities or who have health issues, international students, veterans and residents of the Towers. Students will be encouraged to attend programs, get services, socialize with peers though collaborative programs that involve academics, Child Development Center, Student Leadership, AWCC and other offices. Special programs for resident students in learning communities will encourage living on-campus.

- Provide family education and stress management workshops to student-parents at childcare center (incr participation 200%) and expand to other student-parents at the College.
- Number of students receiving health and counseling services, including prevention-based workshops and events will increase 15%. Provide more health-related information to students via Website, workshops, peer-led programming and giveaways.
- Expand the Student Leadership program by providing students with activities that develop or refine their skills in intercultural relations, civic engagement, social ethics and social responsibility, multiculturalism, and conflict management.
• Create programs for international students: pairing them with US, natives as mentors and intervention for those who fall below 2.0 (undergraduate) and 3.0 (graduate) and expanded programs for summer study-abroad, Short-Term Scholars.

• Provide group counseling to veteran students, collaborate with local veteran groups on support services and create a "one-stop-shop" veteran center for services and socializing.

• AWCC will conduct 6 retention workshops for student athletes

• Assess select student services programs through planner and participant evaluations, as well as the annual student satisfaction survey.

5. Improve post-graduate outcomes (Improve Student Success)

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

Pass rates on Education certification tests (LAST, ATS-W, and CST) will be maintained at, or improve to, 95% to 100%. The College is currently acquiring and analyzing data on graduate school admissions exams and will take steps to maintain or improve (as necessary) performance on these tests.

5.2 Job and education rates for graduates will rise

Additional job placement and skills-development services will be provided to students to help them manage applications, interviews, resume/E-portfolio development.

- Develop programs to feed BA students into the MPA Program in Public Service Management.
- Career Center will use both online, paper, email and phone outreach to track job placement and continuing education outcomes.
- On-line software tool for managing the job application process will be deployed in the fall.
- New programming based on assessment will include workshops on several professional programs, a graduate school fair and surveys to track graduate outcomes.

6. Improve quality of student academic support services (Improve Student Success)

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

Methodically track and assess student services provided by multiple offices using surveys & on-line referral system in order to improve the quality of services and information provided to students. Student Affairs will use Web and other computer-based systems to simplify service delivery and engage students.

- Satisfaction with academic services will increase to 2.9
- Implement automated call distribution systems for Registrar, Admissions, Help Desk and Purchasing/Accounts Payable
- Develop Web page to allow departments to post on-campus jobs, including Federal Work Study positions, accessible to students in a single location, to ensure job opportunities are provided to as many students as possible.
- Establish online tracking & assessment instruments for Student Affairs & co-curricular activities
- Improve orientation through Web-based information & sign-up and training for peer orientation leaders.
- Develop short- and long-term plan for enhancing spaces for service delivery and student use, and expanding office and program hours
Utilize Student Affairs Website and other computer-based systems to improve management and tracking of student organizations and programs and provide better information and better career exploration opportunities.

- Upgrade athletics facilities, including renovated women's locker room and new fitness equipment
- Offer 3 career workshops each to freshmen and sophomores
- Create a branch of the software training center in the NAC to better serve non-engineering students

**7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses (Enhance Financial & Management Effectiveness)**

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

Based on the Master Plan the projected FTE enrollment will increase by 3% to 15,500. At the same time, the College will maintain its new freshmen enrollment at around 1750, while attempting to increase transfer and graduate enrollment. SAT will rise to 1050.

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

TIPPS will increase to 95%; Transfer enrollment to 1,300.

7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, & increase the # of students who participate in more than 1 college credit course and/or pre-college activity

The College will increase College Now enrollment to 950 and maintain the current level of activity.

**8. Increase revenues and decrease expenses (Enhance Financial & Management Effectiveness)**

8.1 Alumni-corporate fundraising will increase or maintain current levels

Since we are already raising funds at a very high level, and as the economy has not yet returned to normal, for next year, we hope to maintain current levels.

- Funds will be raised for flagship and premier programs and we will also seek donors for naming opportunities in several new buildings and schools.
- Funds will be raised for unrestricted use, scholarships, and faculty development.

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

ACE will increase its efforts to obtain external funding for professional programs and improve the marketing of its tuition programs with targets of $2.5M for grants and $500K for tuition. Courses offering college credits will be expanded. Enrollment target is 6,000

8.3 Lower or hold constant the percentage of its tax-levy budget spent on administrative services

There is a need to address serious under-staffing problems in IT, M&O, Public Safety, Finance and Accounting areas while maintaining an appropriate level of spending on administrative services.

8.4 Colleges will have & implement financial plans with balanced budgets

The College will begin phasing-in responsibility-centered budgeting for the 6 departments identified in the implementation of the strategic plan and seek to address the understaffing problems in administrative services. Budget training will be provided to the campus community in conjunction with the implementation of CUNYfirst. A new time reporting process will significantly reduce overpayments.

8.5 Contract/grant awards will rise
External funding for research and scholarship will increase in all academic divisions and schools. Each unit has a target for external funding, which will grow incrementally over the next 4 years up to a total of $65M ($54M in 2009-10).

**8.6 Indirect cost recovery ratios will improve**

Continue to have the highest external funding and total amount of ICR in CUNY.

**9. Improve administrative services (Enhance Financial & Management Effectiveness)**

**9.1 Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact**

The 21st Century Foundation's Audit Committee will begin meeting.

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

Establish training programs for Financial Aid and Bursar staffs in customer sensitivities and develop campus-wide continuous training program to promote excellent customer service among all Gittleson and front-line employees. Reduce backlog of outstanding requests for assistance from the computer helpdesk. Surveys or focus groups will be used to assess improvement progress in various support service areas (Financial Aid, Bursar, Student Affairs, College Web site). Towers billing will be integrated into SIMS and migrate into CUNYfirst, providing better controls and service to students. A new food venue will open in the Hoffman Center providing new options and reducing lines in the cafeteria.

**9.3 The % of instruction delivered on Fridays, nights, weekends will rise, to better serve students and use facilities fully**

The College is improving its schedule of classes by making greater utilization of classrooms throughout the week, and increasing the number of large introductory lectures. The % FTEs offered on Fridays, evenings or weekends will increase to 44%.

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

The College is establishing a Risk Management Council under CUNY guidelines that will create Risk Management, Disaster Recovery and Business Continuity plans for IT. Student Services' Behavioral Intervention Team will provide early, prompt and effective intervention and detection of on campus risks through training workshops for faculty and enrollment center staff.

**9.5 All colleges will make timely progress in CUNY FIRST implementation**

CCNY will progressively expand the administrative users of budget & finance, and human resources throughout the campus and will implement Campus Solutions in Wave 2.

- Provide training for HR liaisons, search committees and Budget staff in all units, as well as purchasing/accounts payable.
- Communicate regularly with all affected users on deployment plans.

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

Continue to be the vanguard campus for sustainability through educational offerings, pilot programs, engagement of all members of the college community and adoption of best practices. Increase sustainability in operations, including auxiliary services, without creating additional cost burdens on students.

- Develop and implement new educational offerings related to sustainability.
- Finalize and begin implementation of Climate Action/Sustainability Plan.
• Implement pilot projects, participate in national conferences and have public activities and events to promote sustainability