

**The City University of New York Performance Goals and Targets
2011-2012 Academic Year**

2012 GOALS FOR THE CITY COLLEGE OF NEW YORK

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.

- **Division of Science will submit and achieve a successful outcome for the Oct 1, 2011 progress letter to Middle States addressing the assessment of learning outcomes and closing the loop activities in the joint PhD programs, Biology, Biochemistry, Chemistry and Physics.**
- **Engineering will receive successful ABET accreditation results for all eight engineering programs. Results to be announced at the ABET 2011 Summer Commission meeting.**
- **The Department of Psychology will receive reaccreditation by The American Psychological Association.**

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

- **CCNY will identify and prepare 10% more viable candidates for National Scholarships and Fellowships than in 2010/2011.**
- **CCNY will increase the number of Presidential Community Scholars by 5 undergraduates.**
- **The College will have a 10% increase in programs at Aaron Davis Hall to foster an improved relationship with the Harlem Community.**

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

- **The Division of Science will complete a program review for the math department.**
- **The Division of Science will implement the recommendations from the Premed Program Evaluation Report – May 2010.**
- **The Spitzer School of Architecture will receive high marks from the NAAB for its combined B. Arch. and M. Arch Architecture program report and receive full accreditation from the September 2011 review.**
- **The Division of Social Science will complete its academic program reviews for the Department of Sociology and the Dominican Studies Institute.**
- **The College will integrate assessment with program reviews and develop guidelines for use by the divisions/schools.**

1.4 Use of technology to enrich courses and teaching will improve.

- **Increase number of hybrid courses offered by 10%.**
- **Expand number of technology based 1:1 training and workshops offered by 10%.**
- **Math Courseware will be piloted and implemented in FQUAN.**
- **Homework Courseware will be piloted and implemented in calculus series.**

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 as teachers.

- **A new training and development program series on effective pedagogy and effective teaching and practical technologies will be developed and offered to all new faculty.**

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2.2 Increase faculty research/scholarship.

- **The percent of faculty who report research scholarship will increase by 10%.**

2.3 Instruction by full-time faculty will increase incrementally.

- **The instruction by full-time faculty will increase by 1-2%.**

2.4 Colleges will recruit and retain a diverse faculty and staff.

- **The College will establish an Inclusion and Excellence Committee that will establish guidelines for recruiting and retaining a diverse faculty and staff.**
- **The College will train all faculty search committees on the benefits of having a diverse workforce so that there is a 5% increase in hiring of underrepresented groups.**

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
Develop and implement an overall vertical framework and process for streamlining the General Education curriculum including a process for block scheduling.

- **CCNY will implement the quantitative reasoning rubric in FQUAN.**
- **The College will develop an overall vertical framework and process for streamlining and consolidating the Gen Ed curriculum including a process for block scheduling.**

3.2 Colleges will improve basic skills and ESL outcomes.

- **The percent of non-ESL SEEK students who pass all basic skills tests within 1 year will increase to 93%.**
- **The percent of ESL students who pass all basic skill tests within 2 years will increase to 96%.**

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

- **The percentage of students passing freshmen composition and Gateway mathematics with a C or better will increase to 83%.**
- **The percent of first time SEEK freshmen in good academic standing at the end of the year will increase by 2%.**
- **A summer reading and writing component will be assigned to all entering first time freshmen.**
- **Average increase in math, basic skills reading and basic skills essay test scores will improve by 10%.**

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

- **The performance gaps among students from underrepresented groups and/or gender will be within $\pm 1\%$.**

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

- **The College will apply to external funding sources for support of developing effective assessment practices and knowledge.**

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- **Provide all CLAS departments and programs with updated progress rubric scores in preparation for the 2013 Periodic Review report.**
 - **Schools/divisions will develop a consistent template to integrate assessment into program reviews.**
- 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.
- **All schools/divisions will identify and correct the bottlenecks impeding graduation for the 2004, 2005 and 2006 first- time, full-time freshmen cohorts.**
- 4.2 Retention rates will increase progressively.
- **The 1st year retention rate will be 87% in 2013.**
 - **The second year retention rate will be 75% in 2014.**
- 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.
- **The 6 year graduation rate for first time full time freshmen will increase to 50% for the 2011 entering freshmen cohort.**
- 5. Improve post-graduate outcomes.**
- 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.
- **Sophie Davis will increase the USMLE pass rates on the first attempt by 10% over 3 years.**
 - **The learning resource center will work with students to improve the LAST and CST pass rate by 1%.**
 - **The percent of graduates passing the CST, LAST, ATW-W will average 96%.**
 - **Scores on GMAT, LSAT, MCAT, and GRE will increase by 10 points by 2014.**
- 5.2 Job and education rates for graduates will increase.
- **The database to track graduates' jobs and graduate school acceptances will be improved for accuracy; data on our graduates will increase by 10%.**
 - **The College will develop a program to help students identify career choices early in their academic planning.**
- 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 friendly map of advisement and tutoring services will be created and disseminated to students.**
 - **The discrepancies in DegreeWorks and will be identified and corrected and a 2 year plan for student use for curriculum planning will be implemented.**
 - **New student survey results will show an improvement in the area of student satisfaction with faculty, with course scheduling and with academic services over the**

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survey results from 2 years ago.

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; mean SATs/CAAs of baccalaureate entrants will rise.

- **The mean SAT score will increase slightly to 1078.**
- **The mean CAA will increase slightly to 87.**

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

- **CCNY will develop a recommendation regarding the establishment of new bridge and joint degree programs with community colleges.**

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.

- **Working with College Now Central Office, CCNY will restructure its College Now program to increase effectiveness.**

8. Increase revenues and decrease expenses.

8.1 Alumni-corporate fundraising will increase 10%.

- **Alumni corporate fundraising will increase 10% over the 2011 goal.**

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

- **In FY 2011 CCNY will surpass its \$73.0M revenue target by \$2.5M. The College will achieve its target but will closely examine spring collection rates and implement initiatives to increase its collections, which should cushion any shortfalls in enrollment.**

8.3 Colleges improve or maintain sound financial management and controls.

- **CCNY expends a smaller percentage of its budget on administrative costs – 23.4% -- than any other senior college. However, this is misleading since its faculty payroll is the highest at CUNY. CCNY must improve its financial practices by strengthening its business operations especially in the bursar and accounting areas. In addition, CCNY must be more responsive to deadlines set by CUNY and NY State and diligently implement changes in response to all audit recommendations. The College is also putting into place a new budget system for FY 12, which will allow all areas from top down to understand and monitor expenditures by category.**

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

- **CCNY is prepared for all FY12 budget contingencies. Besides a new and comprehensive budget system, it has a precise count of all full-time positions beginning the fiscal year and a**

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projection of annual PS regular expenditures. The College is also taking the following steps depending on the FY 12 budget allocation:

- **Selectively filling vacancies as a result of ERI, non-reappointments and resignations,generally only creating positions that will result in revenue enhancementsand building a quality faculty in the STEM disciplines;**
- **Reducing Temp Service expenditures by a minimum of 10%;**
- **Implementing several cost savings programs for OTPS – public safety contracts, mailroom operations, utilization of printing and copying equipment.**

8.5 Contract/grant awards will increase.

- **Contract grant awards will continue at \$60 million due to the economic climate and cutbacks by awarding agencies.**

8.6 Indirect cost recovery ratios will improve.

- **Although CCNY has the highest percentage of indirect cost recoveries – at 18.9% - of any CUNY college, this percentage is too small in comparison with non-CUNY institutions that do this level of research. The objective is to raise the percentage to 25% over a 3 year period.**

9 Improve administrative services.

9.1 Colleges will make progress within a declared capital campaign.

- **CCNY will create new campaign case materials and will raise leadership gifts by \$2 million.**

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

- **Student satisfaction with administrative services will improve due to a restructuring of enrollment management and customer service training and cross training of duties.**

9.3 Colleges will improve space utilization.

- **The College will be monitoring closely the scheduling grid and course offerings to reach the FY 2010 senior college average of 47% by 2014.**

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

- **Human Resources will conduct training and development programs for chairs, and higher level administrations to ensure compliance with all CUNY policies and regulations, and the collective bargaining contracts.**

9.5 All colleges will make progress on CUNY first implementation.

- **The College has constituted a cross-divisional committee to continue an ongoing discussion of the implementation of the financial, HCM and Customer Solutions components of CUNY First. Offices and staff will attend university-initiated training and discussion sessions and is prepared to eagerly implement all aspects of the ERP.**

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9.6 Each campus should have a functioning sustainability council with broad representation from the campus community, and have a recognized, multi-year sustainability plan.

- **The campus will continue to comply with its sustainability plan. A highlight for the college is its entry in this year's DOE Solar Decathlon in Washington DC.**
- **The college will continue to purchase "green" products, continue the conversion of its fleet to hybrid vehicles and monitor both its waste disposal and energy usage to improve recycling and the reduction of its energy consumption.**