

**CUNY Graduate School of Journalism Performance Goals and Targets  
2011-12 Academic Year**

Goals	Objectives	2011-12 College Targets	Indicators
<b>Raise Academic Quality</b>	1. Strengthen CUNY flagship and college priority college programs, and continuously update curricula and program mix	<p>1.1 The J-School is currently accredited by Middle States through the Graduate Center. We plan to seek accreditation from ACEJMC, the accrediting body for journalism schools, in 2014-15. There are many steps to complete between now and then. The steps we will complete this year are as follows:</p> <ul style="list-style-type: none"> <li>• Implement assessment with students graduating in December 2011.</li> <li>• Review learning from first round of assessments and make appropriate revisions to the assessment program.</li> <li>• Review proposed outcomes and assessments for the proposed MA in Entrepreneurial Journalism.</li> <li>• Get final governance approval for mission statement and five-year plan.</li> <li>• Inform ACEJMC of desire to schedule accreditation site visit in 2014-15.</li> </ul> <p>1.2 The School will be recognized externally for academic quality, our converged curriculum, top faculty and achieving students.</p> <p>1.3 The Tow-Knight Center for Entrepreneurial Journalism will:</p> <ul style="list-style-type: none"> <li>• Recruit the first class of students eligible for the Certificate in Entrepreneurial Journalism.</li> <li>• Revise the E.J. curriculum based on 2010-11 results.</li> <li>• Conduct in-depth research projects on optimizing the link economy and creating new ways to cover breaking news, e.g., a Twitter newswire.</li> <li>• Organize incubator support services for the center, e.g., legal, finance, management technology, for seed grant and entrepreneurial fellow projects.</li> </ul> <p>1.4 Lay the groundwork for a Center for Community and Ethnic Media:</p> <ul style="list-style-type: none"> <li>• Write a funding proposal and begin fundraising</li> <li>• Redesign and relaunch “Voices that Must be Heard.”</li> <li>• Administer the Ippie Awards recognizing quality journalism among community and ethnic media</li> <li>• Hold several training workshops for reporters/editors of C&amp;E media in journalistic tools and techniques</li> </ul> <p>1.5 Through the J-Camp professional education program, assist at least 300 alumni and working journalists in updating their digital skills.</p> <p>1.6 The J-School will begin documenting how it uses outcomes and student survey data to shape academic decisions and resource allocation.</p> <p>1.7 The J-School already uses technology to improve teaching in a variety of ways. We will document those ways, improve upon them, and test our first fully online course through the J-Camp.</p>	<p>1.1 Self report on assessment administration and follow-up revisions; self-report on proposed outcomes and assessments for the new MA in Entrepreneurial Journalism; final governance approval for mission statement and five-year plan; site visit scheduled.</p> <p>1.2 Recognition/validation from external sources</p> <p>1.3 Evidence these steps were taken and that the Tow-Knight Center is adding to the reputation of the J-school.</p> <p>1.4 Evidence these steps were taken and that the J-School is being recognized for its contribution to NYC’s community and ethnic media.</p> <p>1.5 Evidence of participation by the journalism community; participant numbers and revenues.</p> <p>1.6 Clear documentation of having made academic decisions informed by data and shifted resources accordingly.</p> <p>1.7 Self report and evidence of first fully online workshop, plus report to faculty on how those lessons can inform other coursework at the school.</p>

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		<p>1.8 Implement and fine tune revised courses in health-medicine, arts-culture, legal-ethics, urban investigative journalism, introduction to international reporting. Reach agreement on Craft II revisions.</p> <p>1.9 Extend instruction in research methods throughout the curriculum.</p> <p>1.10 Successfully transition leadership of The Fort Greene Local and extend its reach into the community.</p>	<p>1.8 Self report</p> <p>1.9 Evidence of a solid research component in subject concentration classes and supplemental workshops.</p> <p>1.10 Self report; unique user count.</p>
	<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<p>2.1 We will work with faculty whose scholarship levels have been disappointing, to identify potential areas of scholarship in their field. Scholarship will be shared regularly among the faculty, to give it greater recognition and emphasis. Our goal is to have every member of the faculty produce some form of scholarship in the upcoming academic year.</p> <p>2.2 We will double the school's \$8,752 2010-11 investment in faculty research/education/attendance at conferences. We will actively encourage participation and presentation at conferences and in other public venues to publicize the school.</p> <p>2.3 We are a professional school and it is to our students' advantage to be taught by working professionals. We will continue to encourage heavy participation by part-time faculty in the life of the school, even as we increase the % of courses overseen by full-time faculty (2010-11 rate was 44%).</p> <p>2.4 We will maintain the faculty/staff diversity ratio above 40%.</p>	<p>2.1 Faculty scholarship and creative work report, as well as reports of scholarship in the spring 2012 semester.</p> <p>2.2 Report on investment in these priorities.</p> <p>2.3 % of courses overseen by full-time faculty; participation levels of part-time faculty in school events.</p> <p>2.4 Faculty and staff diversity and affirmative action reports</p>
<b>Improve Student Success</b>	<p>3. Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study</p>	<p>3.1 Our initiative to strengthen undergraduate journalism across CUNY will move forward in a significant way. We will:</p> <ul style="list-style-type: none"> <li>• Do individual campus trainings in WordPress and multimedia</li> <li>• Convert at least four more campuses to WordPress</li> <li>• Launch the Journalism Discipline Council</li> <li>• Offer free entry into J-Camp workshops to CUNY undergraduate journalists who seek supplemental training, as space allows.</li> </ul> <p>3.2 We will show progress in implementing faculty-driven assessment of student learning, as outlined in Target 1.1. We will also do further training of faculty in assessments for their individual courses.</p>	<p>3.1 Evidence of these special events and programming aimed at CUNY undergraduates and undergraduate journalism faculty.</p> <p>3.2 Evidence that faculty are assessing student learning, using results to make improvements, and documenting the process.</p>
	<p>4. Increase retention and graduation rates</p>	<p>4.1 The School will raise its one-year retention rate back to 90% and its two-year graduation back above 85% (one-year retention rate for Class of '10 was 88% and two-year graduation rate was 81%).</p> <p>4.2 We will continue to track retention and graduation rates for under-represented minorities (84% and 72%, respectively, for the Class of</p>	<p>4.1 One-year retention rate and two-year graduation rate.</p> <p>4.2 Retention and graduation rate for students of diversity; corrective strategies if needed</p>

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		'10) and reduce the gap between those rates and that of the overall school by half.	
	5. Improve post-graduate outcomes	5.1 Eighty percent of our graduates will be earning their living through journalism six months after graduation. Baseline from '10-11 was 79%. 5.2 All first-year students will obtain summer internships and employer satisfaction will remain high (2010-11 numbers were 100% and 98%, respectively).	5.1 Graduate employment rate 5.2 Number of summer internships; employer satisfaction reports
	6. Improve quality of student academic support services	6.1 On our student experience survey and exit interviews, we will increase the number of students who rate themselves "very satisfied" or "satisfied" with the following: instruction, academic advising, student support services. 2010-11 baselines for those very satisfied, respectively, were: 61%, 35% and 61%. 6.3 Faculty advisors will undergo further training and students will be encouraged to switch advisors after the first semester if they are dissatisfied with first semester advisement. 6.4 The tech staff and faculty will post useful info to the school tech blog twice weekly on average; all departments will be trained to use websites and social media to better communicate with students.	6.1 Student experience survey results on satisfaction with academic, technological and support services, including academic advising, career services, all areas measured 6.2 Data on student use of advisors; self-report. 6.4 Self report on tech blog activity and web/social media training efforts; we will track this activity with data.
<b>Enhance Financial And Management Effectiveness</b>	7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses.	7.1 The School will have 100 students on opening day in Fall 2012, compared to 90 students this fall. We will maintain our leadership role among journalism programs nationally in the percentage of minorities enrolled (2011 baseline 36%), even as we raise GRE/GPA averages (2011 baseline 3.4 GPA; 575/558 GREs). 7.2 Maintain the significant gain in size of the out-of-state cohort in the new class (out-of-state cohort in Fall 2010 entering class was 46%). 7.3 We will negotiate at least one course exchange with the School of Public Health and with the CUNY Law School. 7.4 Increase the number of applicants to the J-School to 400 from 360. 7.5 We will use social media and other tools to improve contact with applicants and accepted students; we will quantify the effort/results.	7.1 Enrollment in degree programs; GRE/GPA averages; ethnic and gender makeup of enrolled class 7.2 Enrollment data for 2012 entering class. 7.3 Evidence of course exchanges 7.4 Applicant numbers. 7.5 Develop baseline numbers, determine if this is a useful tool.
	8. Increase revenues and decrease expenses	8.1 Surpass our 2009-10 fundraising total of \$1,679,181 by 20%. 8.2 Establish an annual fund campaign that increases the number of individual gifts by 10%. 8.3 Raise at least \$250,000 in new funds toward the establishment of a permanent center for community and ethnic media at the J-School. 8.4 Establish baselines for alumni attendance at fundraising and networking events at the School. 8.5 Continue to pursue 100% scholarship recipient participation in the stewardship effort to increase scholarship and internship funding. Baseline is 100%. 8.6 Achieve our revenue targets and bring in at least \$80,000 in Adult and Continuing Education revenues (2010-11 baseline was \$85,000, but	8.1 Alumni/corporate fundraising (CAE-VSE report) 8.2 Number and revenue from individual gifts. 8.3 CAE-VSE and self-report 8.4 Baseline numbers for 2011-12. 8.5 Scholarship recipient participation in stewardship, e.g., letters of thanks; attendance at key donor events 8.6 Evidence of exceeding revenue targets and continuing ed revenues.

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		<p>that may have been an anomaly due to some large training contracts).</p> <p>8.7 Implement a financial plan with a balanced budget that aligns expenditures with academic priorities.</p> <p>8.8 Maintain OTPS spending at current year levels, allocating approximately 15% of total resources to OTPS.</p> <p>8.9 Increase our grant/contract awards by 10%.</p> <p>8.10 Raise our 5% indirect cost recovery ratio to 7%.</p>	<p>8.7 Evidence of balanced financial plan and sufficient reserves, plus evidence of aligning expenditures with priorities.</p> <p>8.8 Spending reports</p> <p>8.9 Contract/grant awards (RF Report + CUNY projects)</p> <p>8.10 Indirect cost recovery as % of grant/contract activity</p>
	<p>9. Improve administrative services</p>	<p>9.1 Having reached our target for the capital campaign, we will set a supplemental capital fundraising target and meet the first year installment number.</p> <p>9.2 Establish a baseline for various administrative services as we implement our revised student satisfaction survey to more closely track satisfaction with administrative services.</p> <p>9.3 Improve space utilization. In '10-11, we had 19 credit courses at night.</p> <p>9.4 Improve compliance with Board policies, risk management, collective bargaining agreements, and applicable laws.</p> <p>9.5 Continue implementing CUNYFirst.</p> <p>9.6 Have a functioning sustainability council with broad representation from the campus community, and have a recognized multi-year sustainability plan.</p>	<p>9.1 Capital campaign report; vision/case statement.</p> <p>9.2 Surveys of student satisfaction with nonacademic administrative services</p> <p>9.3 Percentage of instruction delivered on Fridays, nights, weekends; space prioritized for degree programs.</p> <p>9.4 Evidence of compliance, including affirmative action, reappointments, academic integrity, IRB, conflicts of interest, environmental health and safety, and campus Risk Management plans.</p> <p>9.5 Evidence of timely progress organizing a CUNYFirst team, training employees, communicating diligently and training effectively.</p> <p>9.6 Present to the Risk Management Council the updated plan and metrics to ensure ongoing compliance with University guidelines.</p>