### University Goal: Raise Academic Quality

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

<table>
<thead>
<tr>
<th>UNIVERSITY TARGET</th>
<th>INDICATORS</th>
<th>2009-2010 COLLEGE TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Resources will be shifted to University flagship and college priority programs and to support the University's commitment to become a research-intensive institution.</td>
<td>1.1 Documented improvement of flagship and priority programs, and research programs</td>
<td>The following actions will be taken by KCC during 2009-2010 to advance its priority programs to the next level:</td>
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<td><strong>1.1.1 Allied Health</strong></td>
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<td></td>
<td>a) AS in Biotechnology will be registered and implemented</td>
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<td>b) AS in Chemical Dependency Counseling will be registered and implemented</td>
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<td>c) Proposals for an AAS in EMS-Paramedic, AAS in Occupational Therapy Assistant and AAS in Respiratory Therapy will be completed.</td>
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<td>d) A Letter of Intent for an AAS in Pharmacy Technician will be submitted to CUNY OAA.</td>
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<td>e) Discussions will continue on a possible affiliation with New York Methodist Hospital to offer the AAS in Radiologic Technology.</td>
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<td>f) A search will begin for an allied health educator to lead a new Department of Health Technologies.</td>
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<td><strong>1.1.2 Tourism and Hospitality</strong></td>
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<td>The AAS in Culinary Arts will be registered and implemented.</td>
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<td><strong>1.1.3 The Kingsborough Honors Program</strong></td>
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<td>a) The Program will maintain all-Honors sections that have consistently demonstrated strong enrollment patterns, expand the new Honors Enrichment Component courses by 20%, and will offer more Honors Contracts across disciplines.</td>
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<td>b) Presidential Honors Scholarships for incoming high school graduates and second-year students will be increased by 20%.</td>
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<td>c) Distinctions, an Honors Journal, will publish two issues of exemplary student essays and will encourage and support students’ presentations in regional and national Honors conferences.</td>
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<td>d) Building on the successful efforts to provide international active-learning experiences for students, the number of Honors and non-Honors students who will participate in the course-anchored Salzburg Global Seminar and National Model UN Conference will be maintained at 12 each with full scholarship. The number of students participating in the Costa Rica Summer Program with almost full scholarship will be maintained at 10. CUE-supported Honors co-curricular activities in civic and global engagement will expand.</td>
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<td>e) Increased support to students who apply to top scholarships (such as Kaplan Education Foundation Scholars and Jack Kent Cook) will be provided in the Honors House. More opportunities and support for students to transfer to top colleges will be offered.</td>
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<td>f) The award-winning Phi Theta Kappa chapter, one of the largest and most active in the country, will maintain its high induction record and will offer a rich menu of activities for members to fulfill PTK’s hallmarks of scholarship, leadership and service.</td>
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<td>g) The Dean’s List Ceremony will be conducted each semester rather than once annually.</td>
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<td>h) The successful Honors Representatives Program will expand by involving more students in leadership training.</td>
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<td><strong>1.1.4 New Initiatives</strong></td>
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<td>a) The AS in the Science of Forensics/BS in Forensic Science will be jointly proposed with John Jay College.</td>
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<td>b) The AS in Earth and Planetary Science/BA/BS in Geology will be jointly proposed with Brooklyn College.</td>
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<td>c) The Global and Environmental Studies Option in Liberal Arts will be approved.</td>
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<td>d) The Kingsborough Center for Economic and Workforce Development (CEWD) will…</td>
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</table>
### CUNY and its colleges will draw greater recognition for academic quality.

1.2

**1.2.1** The KCC Learning Communities Model, Opening Doors, will continue to receive national attention for its enhancement of retention and academic success for first-time, full-time freshmen. Two KCC Opening Doors leaders will serve as resource faculty for the annual Learning Communities Institute of the National Center for Improving Undergraduate Education at Evergreen State College in Olympia, WA, the nationally recognized leader of the learning communities movement. Furthermore, as a result of KCC’s participation in the National Project to Assess Learning Communities, KCC will present work on integrative learning at the AAC&U Network Renewal Conference in October.

1.2.2 The Kingsborough Center for Economic and Workforce Development (CEWD) will heighten recognition of the college in the community through the following:
- CEWD will initiate “B-MORE,” the Brooklyn Maritime Occupational Recreational and Environmental Center.
- CEWD will develop and implement programs in “green” building technologies, urban agriculture, and “green roofs.”

1.2.3 Faculty and students in KCC’s Honors Representative Program will make a presentation about the program at the annual conference of the National Collegiate Honors Council in Washington, DC, in October.

1.2.4 The quality of Kingsborough’s academic programs will be recognized through the continued admission of KCC graduates to highly competitive colleges and universities. (In 2009, Honors graduates were admitted to Columbia, Cornell, Mount Holyoke, Smith, Georgetown and others.)

### Program reviews, with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations by colleges.

1.3

**1.3.1** The College Council Strategic Planning and Budget Committee, a new committee of KCC’s governance body, will successfully address Middle States standards by developing and recommending to the entire Council for approval a set of annual college priorities based on KCC’s long-range strategic plan.

1.3.2 The College will complete the first draft of its Periodic Review Report (PRR) for Middle States due June 1, 2011.

1.3.3 Self-studies of the AAS in Broadcasting Technology & Management, AAS in Computer Information Systems, AS in Computer Science, AS in Engineering and AAS in Maritime Technology and on-site visits of these programs by outside evaluators will be completed.

1.3.4 The preparation of self-studies of the AS in Fine Arts, AAS in Graphic Design and Illustration, AS in Journalism and Print Media, AA in Liberal Arts, AS in Speech Communication and AS in Theatre Arts will begin.

1.3.5 The self-study of the AAS in Nursing and the on-site evaluation by the National League for Nursing (NLN) will be completed, and the AAS in Nursing will be re-accredited by the NLN.

### In fall 2008, the percentage of instructional FTEs offered partially or totally online was 10.9%. In fall 2009, that percentage

1.4

**1.4.1** In fall 2008, the percentage of instructional FTEs offered partially or totally online was 10.9%. In fall 2009, that percentage
Colleges will use technology to enrich courses and teaching. Reports of courses with a significant technology component and self-reports by colleges will increase to 12%.

1.4.2 The number of pure online courses and the number of hybrid courses will increase by 10%.

1.4.3 The certification process to teach online/hybrid courses, developed by a faculty committee, will be implemented.

1.4.4 The Kingsborough Center of Advanced Technology Training (KCTL) will continue to train more faculty on Blackboard 8 and provide training in other advanced technologies.

**UNIVERSITY GOAL:** Raise Academic Quality

**UNIVERSITY OBJECTIVE 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-time and part-time faculty, as scholars and as teachers

**2.1.1** KCC will continue to recruit outstanding faculty, who are strong teachers and have a record of and/or potential for research and publication. In 2009-10, KCC will hire one faculty member in each of the following disciplines: Biology, Business Administration, Chemistry, Earth and Planetary Science, Mathematics, Nursing and Surgical Technology.

**2.1.2** In 2009-10, KCC will grant eight sabbaticals to faculty members.

**2.1.3** In 2009-2010, the Kingsborough Center for Teaching and Learning (KCTL) will continue to lead faculty development efforts by:

- Supporting current faculty interest groups (FIGs), and developing new groups, such as a Faculty Writing Group, a GLBT Reading Group, and a Civic and Global Engagement: Building Integrated Curricular and Co-Curricular Experiences Group.
- Supporting faculty who are currently working on the Scholarship of Teaching and Learning (SoTL), and helping faculty new to SoTL begin projects, through KCTL’s self-paced SoTL Program.
- Supporting our CPE group as it develops materials to help faculty in all departments align course activities with skills needed for student success on the CPE.
- Supporting grant writing workshops in collaboration with the Office of College Advancement.
- Engaging an outside speaker for KCTL’s **Winter Workshop Series**.
- Fine-tuning orientation programs for new faculty by including presentations/workshops on the tenure and promotion process, support services for both students and faculty, grant and scholarship opportunities, and new models of teaching.
- Supporting the participation of more KCTL faculty associates, who facilitate faculty interest groups, in national faculty development conferences focused on teaching and learning.

### 2.2 Increase faculty research/scholarship

**2.2.1** In the 2008 calendar year, KCC indicated to CUNY that 78 faculty reported 256 separate scholarly or creative accomplishments. In the 2009 calendar year, faculty reporting scholarly or creative activities will increase by 2%.

**2.2.2**

- a) The President’s Faculty Innovation Awards (totaling $25,000) will continue to be offered to faculty in 2009-10 for innovative pedagogies, teaching with technology, and interdisciplinary collaborations.
- b) The “Faculty Achievements Recognition Ceremony,” inaugurated successfully in Dec. 2008 with the Program booklet (posted online on KCC Faculty website subsequently) listing faculty research and creative activities will become an annual event.

### 2.3

**2.3.1** In fall 2008, the percentage of instructional FTEs delivered by full-time faculty was 53.3%. In fall 2009, that percentage will...
Instruction by full-time faculty will increase incrementally.

| % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty | increase to 54%.

2.3.2 In fall 2008, the mean teaching hours of veteran full-time faculty was 10.4. In fall 2009, because many veteran KCC faculty have secured grants that provide released time, the mean teaching hours of veteran faculty will increase modestly to 11%.

2.3.3 In fall 2008, the mean teaching hours of new full-time faculty was 10.3. In fall 2009, the mean teaching hours of new faculty will increase to 11%.

2.4 Colleges will recruit and retain a diverse faculty and staff

| Faculty and staff diversity and affirmative action reports. | 2.4.1 Last year, of the 32 new faculty hired, 18 (or 56%) were from under-represented groups. KCC will increase the diversity among its faculty and staff by maintaining this high level of hiring from under-represented groups.

2.4.2 Led by the recently hired new Chief Diversity Officer, strategies to increase faculty and staff diversity will be strengthened and will include more widely disseminated advertisements for vacancies, increased participation in diversity job fairs and close monitoring of search committees to ensure that guidelines, procedures and policies have been followed.

2.4.3 The efforts made to recruit minority faculty which have resulted in an increase in the diversity of the full-time faculty will continue. Searches are underway for one new faculty member in each of the following disciplines: Biology, Business Administration, Chemistry, Earth and Planetary Science, Mathematics, Nursing and Surgical Technology.

**UNIVERSITY GOAL:**

**UNIVERSITY OBJECTIVE 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 | 3.1.1 In fall 2008, the percentage of students passing freshman composition with a C or better was 85.3%. In fall 2009, that percentage will be maintained and remain above the community college average.

3.1.2 In fall 2008, the percentage of students passing gateway mathematics courses with a C or better was 73.6%. In fall 2009, that percentage will increase to 75%.

3.1.3 In fall 2008, the ratio of FTEs to headcount was 0.890. In fall 2009, that ratio (currently the highest in CUNY) will be maintained.

3.1.4 The reforms in General education at Kingsborough, approved by the College Council in spring 2009, will necessitate the following in the coming academic year:

a) Starting fall 2010, there will be a Writing Intensive (WI) course requirement for all degree students. This will require the college to offer additional WI sections in the future and will necessitate the certification of additional faculty. In 2009-10, the number of faculty certified will increase by 25%.

b) Because there will be a math requirement for all degrees including AAS effective fall 2010, all AAS programs will submit proposals for modifying curriculum to accommodate this new requirement.

c) To communicate to students a more cohesive, coherent grouping of disciplines, five liberal arts and sciences categories have been reduced to three – arts and humanities, behavioral and social sciences, and mathematics and science. All degrees will be modified to reflect this new, simplified structure. The AA in Liberal Arts will be modified so that majors can complete a concentration in one discipline, utilizing CUNY Transfer Policy which allows for the transfer of a minimum of nine credits towards a major at a CUNY senior college.
### 3.2 Colleges will improve basic skills and ESL outcomes

| 3.2.1 | In addition to efforts to improve basic skills among freshman students, KCC will implement and/or continue programs aimed at pre-freshmen, saving them precious time and financial aid. KCC will recruit another cohort of students for the next “President’s Prep” and implement the program for the second time beginning in fall 2009. The college will also add two sections of “CUNY Transition to College” for GED graduates. |
| 3.2.2 | In summer 2008, the percentage of entering first-time freshmen who increased their reading basic skills test score over the summer was 86.1%. In summer 2009, that percentage will be maintained and remain above the community college average. |
| 3.2.3 | In summer 2008, the percentage of entering first-time freshmen who increased their writing basic skills test score over the summer was 72.7%. In summer 2009, that percentage will be maintained and remain above the community college average. |
| 3.2.4 | In summer 2008, the percentage of entering first-time freshmen who increased their math COMPASS 1 (arithmetic) basic skills test score over the summer was 81.7%. In summer 2009, that percentage will increase to 83%. |
| 3.2.5 | In summer 2008, the percentage of entering first-time freshmen who increased their math COMPASS 2 (algebra) basic skills test score over the summer was 93.7%. In summer 2009, that percentage will be maintained. |
| 3.2.6 | The fall 2008, the pass rate in reading upon exit from remediation was 65.6%. In fall 2009, that pass rate will increase to 66%. |
| 3.2.7 | In fall 2008, the pass rate in writing on exit from remediation was 51.3%. In fall 2009, that pass rate will increase to 52%. |
| 3.2.8 | In fall 2008, the pass rate in math on exit from remediation was 59.7%. In fall 2009, that pass rate will increase to 61%. |
| 3.2.9 | In fall 2008, the percentage of associate degree students not fully skills proficient upon initial testing who have met basic skills proficiency in reading, writing, and math by the 30th credit was 57.1%. In fall 2009, that percentage will increase to 58%. |

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

| 3.3.1 | In fall 2008, the percentage of students passing freshman composition with a C or better was 85.3%. In fall 2009, that percentage will be maintained. |
| 3.3.2 | In fall 2008, the percentage of students passing gateway mathematics courses with a C or better was 73.6%. In fall 2009, that percentage will increase to 75%. |

### 3.4 Show and pass rates on the CUNY proficiency exam will increase.

| 3.4.1 | In fall 2008 the percentage of required invitees who took the CUNY Proficiency Exam was 79.7%. In fall 2009, the CPE show rate will increase to 80.5%. |
| 3.4.2 | In fall 2008 the percentage of required test-takers passing the CUNY Proficiency Exam was 88.9%. In fall 2009, the CPE pass rate will increase to 91%. |

### 3.5 Colleges will reduce performance gaps among students from underrepresented

| 3.5.1 | KCC aims to maintain its high level of achievement among all students. (Currently the achievement of all student sub-groups is above the community college average.) Through measures listed below, the college will investigate and apply appropriate strategies to reduce gaps that exist in student sub-group performance (as noted in 3.5.2 through 3.5.5, below). |
| 3.5.2 | a) KCC will collect data regarding the frequency and use of the many services it provides (both academic and support) to promote student retention and persistence. Data will be analyzed to ascertain whether there is any disparity in the way differing groups of students use the services as a possible key to the reason for differential achievement. |
| groups and/or gender students, % of credits attempted that are earned by underrepresented group status and gender (fall semester) | b) KCC will review best practices at community colleges in the country that have been successful in reducing performance gaps and will seek ways to implement those successful strategies. |

3.5.2 The one-year retention rate of first-time full-time freshmen who entered KCC in fall 2007 was 61.5% among underrepresented groups and 70.9% among non-underrepresented groups. The gap between the groups was -9.4. The average community college gap was -9.9. (The retention rate for both groups was higher than average at KCC.)

3.5.3 The one-year retention rate of first-time full-time freshmen who entered KCC in fall 2007 was 62.6% for males and 69.4% for females. The gap between the groups was -6.7. The average community college gap was -3.4; however, the retention rate for both groups was higher than average at KCC.

3.5.4 The percentage of semester credit hours earned (or passed) of those attempted in fall 2008 was 74.6% among underrepresented groups and 79.9% among non-unrepresented groups. The gap between groups was -5.2. The average community college gap was -8.7. (The accumulation of credits was higher than average for both groups at KCC.)

3.5.5 The percentage of semester credit hours earned (or passed) of those attempted in fall 2008 was 75.1% for males and 79.2% for females. The gap between the groups was -4.1. The average community college gap was -3.1; however, the accumulation of credits was higher than average for both groups at KCC.

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

3.6.1 Faculty will complete the project mapping general education competencies to courses and begin collecting evidence of students achieving them.

3.6.2 Additional faculty in Opening Doors will participate in the project assessing integrative thinking in learning communities.

3.6.3 As KCC’s Assessment Committee and General Education Committee continue their work, the college will compile evidence that results of assessments are being used to make improvements.

**UNIVERSITY GOAL: 4: Improve Student Success**

**UNIVERSITY OBJECTIVE 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

4.1.1 Not applicable (because of KCC’s academic calendar)

4.1.2 The ratio of FTEs to headcount was .890 in Fall 2008. In Fall 2009, this high level (currently the highest within CUNY) will be maintained.

4.2 Retention rates will increase progressively

4.2.1 The percentage of full-time first-time freshmen who entered KCC in fall 2007 and were still enrolled in the college one year later (fall 2008) was 66.2%, above both the community college and the university average. KCC’s one-year retention rate for freshmen students who entered fall 2008 will be maintained at this high level.

4.2.2 As a collaboration of Enrollment Management, Academic Affairs, and Student Services, KCC will undertake a special initiative to improve the retention of KCC students who are graduates of GED programs through the following:

a) Offering testing prep and orientation sessions through the enrollment process.

b) After testing, advising and registering these students into learning communities exclusively for graduates of GED programs.

c) Modifying the Student Development 10 curriculum to address issues relevant to KCC students who are GED graduates and providing additional counseling support.
### 4.3 Graduation rates will increase progressively

**Six-year graduation rate**

**4.3.1** The percentage of full-time first-time freshmen who entered KCC in fall 2002 who graduated from the college within six years of entry was 34.9%, well above the community college average of 26%. KCC’s six-year graduation rate for freshman students who entered fall 2003 will be maintained at this high level.

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<tr>
<th>UNIVERSITY GOAL: Improve Student Success</th>
<th>UNIVERSITY OBJECTIVE 5: Improve post-graduate outcomes</th>
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<tbody>
<tr>
<td><strong>5.1 Professional preparation programs will improve or maintain high numbers of successful graduates</strong></td>
<td><strong>5.1.1</strong> The percentage of Nursing graduates passing the NCLEX in 2008 was 89.9%. In 2009, the percentage will increase to 90.5%.</td>
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<td><strong>5.1.2</strong> The number of Nursing graduates who took the NCLEX in 2008 (calendar year) was 119. In 2009, that number will increase by 5%.</td>
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<td><strong>5.1.3</strong> Physical Therapist Assistants who complete the degree will be provided with on-campus workshops in June and encouraged to take the credentialing exam in August. The percentage of PTA graduates who pass the exam will increase to above the national average (80%).</td>
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<td><strong>5.1.4</strong> Graduates of the Surgical Technology program can be employed without earning the national credential for this field. As a result, from the class of 2009 only 7 out of 15 graduates are currently certified. To increase the percentage of graduates who become certified, graduates will be provided with preparatory workshops immediately prior to the exam, which is only given annually in December.</td>
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<td><strong>5.1.5</strong> Graduates of KCC’s Maritime Technology program are qualified to sit for the U.S. Merchant Marine Officer Deck License (“Captain’s License”). The college projects that 90% of those graduates who sit for the exam will obtain the license.</td>
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<td><strong>5.2 Job and education rates for graduates will rise.</strong></td>
<td><strong>5.2.1 THE SIX-MONTH JOB PLACEMENT RATE IN CAREER AND TECHNICAL EDUCATION PROGRAMS WAS 87.2% FOR 2006-2007 GRADUATES. THAT PLACEMENT RATE FOR 2007-2008 GRADUATES WILL INCREASE TO 88%.</strong></td>
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<td><strong>5.2.2</strong> KCC will enhance the current linkage between the 45-credit graduation advisement review and employment/transfer appointments with career/transfer counselors.</td>
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<td>• Outreach to students with 45 credits or more via mailings, emails, and posted advertisement, to congratulate them on their accomplishment and promote the “Networking” week</td>
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<td>• Collaborate with the Office of Career Development, Transfer/New Start, and Scholarship Opportunities, the Academic Advisement Center, and the Health Careers and Retention Center to create and enhance Career, Transfer, and Advisement events and workshops</td>
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<tr>
<td>• Identify a “Networking” week in the 8th week of the Fall and Spring semester where events, workshops, and advisement will take place (e.g. Career Fair, Major Day)</td>
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### University Goal: Improve Student Success

**University Objective 6:** Improve quality of student academic support services

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

**6.1 Student experience survey results and other data and reports on improved quality and satisfaction with academic and technological support services, including academic advising**

**6.1.1** Student satisfaction with academic support services, as measured by the CUNY Student Experience Survey, was 3.05 in spring 2008 (above the community college average). In spring 2010, satisfaction with academic support services will continue above the community college average.

**6.1.2** Student satisfaction with student services, as measured by the CUNY Student Experience Survey, was 2.86 in spring 2008 (approximately the community college average). In spring 2010, KCC will meet or exceed the community college average. To enhance its effectiveness, the Office of Student Services will:

- a) Conduct a complete review of Student Services including its organizational structure. KCC will use Council for the Advancement of Standards in Higher Education (CAS) standards as the basis for these reviews. (Note: This target had been postponed last year.)
- b) Refine data collection in the Counseling Resource Center by developing necessary tools in Titanium.

and to improve services, Student Services will:

- c) Develop workshops for students on healthy relationships, wellness enhancement, flu and vaccination clinics, and stress reduction. Students will be informed about these programs through the college’s student email system.
- d) Expand the outreach and hours of operation for the Food Pantry.
- e) Implement initiatives in Career Planning and Placement as outlined in target 5.2.2, above.

**6.1.3** Student satisfaction with access to computer technology was 2.98 in spring 2008 (somewhat below the community college average, but approximately at the university average). Satisfaction will increase or improve in the spring 2010. To improve student satisfaction with technological support, KCC will:

- Increase the number of “smart” classrooms by 25%.
- Increase the number of “smart” labs by 5%.
- Increase the number of computers in open labs by 5%.
- Increase the number of wireless computers available to students by 5%.
- Implement the new Microsoft Outlook Live Student Email system.
- Implement upgrade of 10% of the wireless network to high speed

### University Goal: Enhance Financial and Management Effectiveness

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

#### 7.1
Colleges will increase or maintain enrollment for degree programs

**7.1 Enrollment in degree and adult & continuing education programs**

**7.1.1** In fall 2008 enrollment in degree programs was 15,739. In fall 2009, enrollment will increase 3% to 16,211.

**7.1.2** In fall 2008, total FTEs were 11,555. In fall 2009, this will increase 3% to 11,900.

**7.1.3** In fall 2008, the number of First-time Freshmen was 2,386. In fall 2009 this will increase 3% to 2,458.

**7.1.4** In fall 2008, the number of transfers was 1,558. In fall 2009, this will increase 3% to 1,604.

**7.1.5** To assist in managing enrollment, KCC will:

- a) Expand and enhance the recruitment of GED students through KCC GED classes and GED testing sessions held at KCC.
| 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges. | 7.2 Examples: TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc. | 7.2.1 The percentage of course evaluations completed in TIPPS (excluding special courses, electives, and non-credit courses) was 99.9% in 2009. In 2010, all sending courses and lower division non-transferable courses will be evaluated on a regular basis and all higher division non-transferable courses will be reevaluated as the process is clarified by CUNY TIPPS.  
7.2.2 A minimum of five new transfer articulation agreements will be completed in 2009-10.  
7.2.3 See 1.1.3, above, for target related to joint/dual programs with John Jay College and Brooklyn College.  
7.2.4 Completing its first year of implementation, KCC will increase the number of students in its Criminal Justice program by 25%. This program is articulated with John Jay College.  
7.2.5 KCC will begin collaboration with the New York City College of Technology Department of Nursing to devise a strategy to increase the number of KCC RN graduates who enter NYCCT’s BSN program directly and to improve the percentage those students who complete the BSN within 2.5 years after graduating from KCC. Design of this project will be completed in the coming academic year for implementation in fall 2010.  
7.2.6 The number of KCC graduates from AA, AS, and AAS programs who transfer to CUNY colleges will continue above the community college average. |
|---|---|---|
| 7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the students who participate in more than one college credit course and/or precollege activity | 7.3 Number of College Now participants, course completion and pass rates, # of participants re-enrolled | 7.3.1 KCC’s estimated College Now enrollment for 2008-2009 was 9,183, which exceeded the target. KCC will meet or exceed its College Now enrollment target (supplied by CUNY) for 2009-2010.  
7.3.2 The percentage of College Now participants who earned an A, B, or C in College Now courses or demonstrated mastery of material in workshops was 91% in Summer and Fall 2008. This success rate, above both the community college and total CUNY average, will be maintained.  
7.3.3 Kingsborough will meet or exceed the University average rate for reenrollment in College Now courses. |

**University Goal:** Enhance Financial and Management Effectiveness  
**University Objective 8:** Increase revenues and decrease expenses

| 8.1 Alumni-corporate | 8.1 Alumni-corporate | 8.1.1 KCC will increase alumni, corporate and foundation giving by 10%. |
| **fundraising will increase or maintain current levels** | **fundraising (CAE-VSE report)** | **8.1.2** To promote increased alumni and corporate giving, KCC will…  
   a) Continue to develop and implement an on-going fund-raising campaign ensuring that priorities are in line with the college’s strategic plan.  
   b) Continue alumni cultivation increasing the number enrolled in the Alumni Association of the Foundation by 10%.  
   c) Host monthly “Breakfast with the President” Alumni breakfasts.  
   d) Establish an Alumni Services Advisory Board, representative of faculty, students, alumni & staff.  
   e) Sponsor 6th Annual Homecoming Day and Commencement Day Alumni Breakfast.  
   f) Implement strategically targeted fundraising initiatives including: planned giving (mailing); annual appeal (fall); matching gifts; employee fundraising campaign (walkathon); etc.  
   g) Conduct two annual appeals (one targeted appeal in the fall; one appeal to all Raisers Edge donors).  
   h) Plan and execute preparations for the 5th annual “Seaside Splash” fundraiser (tentatively scheduled for July 2010).  

| **8.1.3** For student scholarships, KCC will  
   a) Increase the dollar amount of scholarships awarded by 10%.  
   b) Continue to cultivate scholarship donors.  
   c) Hold a Scholarship/Donor Recognition Reception.  

| **8.1.4** Increase KCC retirees’ activity in development efforts.  
   a) In an attempt to engage more KCC retirees, the college will maintain regular and appropriate communication with retirees through the development and mailing of two newsletters for retirees.  
   b) Sponsor retirees’ programs such as a luncheon and seminars on planned giving and philanthropy.  
   c) Support the Retiree Scholarship Committee, increase the revenue donated to the Retiree Scholarship Fund by 10%, and identify a Retiree Scholarship Recipient.  

| **8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education** | **8.2 Revenue** | **8.2.1 Kingsborough will meet its revenue target.**  

| **8.3 Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services** | **8.3 Percent of budget spent on administrative services** | **8.3.1 Institutional Support Services (ISS) as a percentage of total tax levy budget at KCC was 29.1% in FY2008 (1.8% better than the community college average). KCC will maintain or decrease this percentage in FY2009.**  

| **8.4 Colleges will implement financial plans with balanced financial health and evidence of a solid financial plan** | **8.4 Financial health and evidence of a solid financial plan** | **8.4.1 Kingsborough will continue its customary practice of submitting a balanced budget to CUNY’s Budget Office and of implementing a solid financial plan.** |
## 8.5 Grants and Contracts will increase by 5%

**8.5.1** Grants and Contracts will increase by 5%

**8.5.2** In support of increasing grants and contracts the College Advancement Office will:

a) Increase the number of one-to-one and small group, customized, technical assistance in proposal development, writing, and budget preparation to prospective grant applicants by 5%.

b) Disseminate grant funding opportunities to the college community on a regularly scheduled basis – mail quarterly issues of *Grants Announcement* communiqué to faculty and staff.

c) Hold at least 4 meetings of the Grants KCTL group.

d) Enhance the “Grants” section of the college website.

e) Organize and host the 2nd annual grants recognition reception for grant applicants and grant awardees.

**8.5.3** Continuing Education will increase contract /grant awards by 3%

### 8.6 Indirect cost recovery ratios will improve

**8.6.1** Indirect cost recovery ratios will increase by 1%.

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### University Goal: Enhance Financial and Management Effectiveness

### University Objective 9: Improve administrative services

#### 9.1 Evidence of foundation restructuring

**9.1.1**

- a) Identify a replacement for the Board Chairperson
- b) Identify two new Board members who are committed to the KCC Mission
- c) Form a Board Audit Committee.
- d) Actively participate in the CUNY Campaign-Phase 2 to ensure that the requisite revenue is raised to align with the objectives set forth in the CUNY Compact. All revenue will be reported quarterly in CAE Reports that are submitted to the CUNY Campaign office.

#### 9.2 Surveys of student satisfaction with nonacademic administrative services

**9.2.1** In spring 2008, student satisfaction with administrative services (as measured by the CUNY Student Experience Survey) was 2.94, above both the community college and the university average. In spring 2010, this score will be maintained or improve. The following projects are designed to foster student satisfaction:

- Working with CUNY Central, implement a new debit card to allow more prompt distribution of student financial aide checks
- Increase the number of food sites around campus and provide more outdoor seating
- Provide additional copiers for student use
- Increase on campus work placements for students through the work study and student aides program
<table>
<thead>
<tr>
<th>9.3</th>
<th>The percentage of instruction delivered on Fridays, nights, and weekends will rise CUNY-wide, to better serve students and use facilities fully</th>
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<tbody>
<tr>
<td>9.3.1</td>
<td>In fall 2008, the percentage of FTEs offered on Fridays, evenings, or weekends was 25.3%. In fall 2009, KCC will increase the number of course sections on Fridays, evenings, and weekends.</td>
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<tr>
<td>9.3.2</td>
<td>Continuing Education will increase Friday offerings by 5%.</td>
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<tr>
<td>9.4</td>
<td>Prepare and implement a campus risk management plan that is integrated with the University’s risk management program</td>
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<tr>
<td>9.4.1</td>
<td>In FY 09 the college appointed a risk management committee, which consists of several individuals from various administrative departments. The committee will be expanded in FY 10 to include representatives from the academic and student services areas.</td>
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<td>9.4.2</td>
<td>The committee will perform a cross-campus risk inventory, identifying concerns and prioritizing by risk and probability of occurrence.</td>
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<tr>
<td>9.4.3</td>
<td>A corrective action plan will be implemented to address any concern that could be minimized by preemptive measures.</td>
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<tr>
<td>9.4.4</td>
<td>The risk inventory will be monitored on an ongoing basis as current situations change and new concerns are identified.</td>
</tr>
<tr>
<td>9.5</td>
<td>All colleges will make timely progress in CUNYfirst implementation.</td>
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<tr>
<td>9.5.1</td>
<td>KCC will meet all readiness requirements regarding CUNYfirst communications, as evidenced by having “green” status on readiness check-lists. As more KCC faculty and staff are required to use CUNYfirst, especially for human resources and recruitment/hiring functions, the KCC CUNYfirst team will conduct special outreach sessions to increase familiarization with the system.</td>
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<td>9.5.2</td>
<td>KCC will continue to provide trainers in the “Train the Trainers” program. The college’s designated trainers for the GL and HCM pillars of CUNYfirst will provide training as assigned. If requested, KCC will designate trainers to undergo the necessary training provided by the project for the Campus Solutions pillar.</td>
</tr>
<tr>
<td>9.5.3</td>
<td>KCC will meet all readiness requirements regarding CUNYfirst organizational readiness, as evidenced by having “green” status on readiness check-lists. KCC will continue to establish its “1st base teams” for all CUNYfirst pillars as required.</td>
</tr>
<tr>
<td>9.6</td>
<td>Each campus should have a functioning sustainability council and have a recognized, multi-year sustainability plan</td>
</tr>
<tr>
<td>9.6.1</td>
<td>KCC will submit a plan to the CUNY Sustainability Council by the end of January, 2010, and acquire approval for the plan. The college will make significant progress in the implementation of the plan’s major goals.</td>
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</tbody>
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