

## Goals and Targets for Academic Year 2011-12 New York City College of Technology

President Russell K. Hotzler  
Revised August 15, 2011

### Raise Academic Quality

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

**Accreditation reviews:** To prepare for Middle States Periodic Review in spring 2013, a committee will be formed and begin work in September. Assessment and General Education work described below in section 3 will proceed on target to ensure a positive review. To implement fully the continuous quality improvement process required by ABET, the School of Technology and Design has formed an ABET Council, which will share best practices. The four ABET departments (6 accredited programs) have all included ABET-related targets in their 2011-2012 plans.

**Departments:** Advertising Design/Graphic Arts Department will prepare self-study and plan, including milestones, for NASAD accreditation process for the Advertising Design program. Graphic Arts Self-Study team will prepare an update for the ACCGC in September 2011 that addresses the two areas of concern: The Advisory Commission and the Facilities. A new plan for the Pearl facility has been developed and is under review with DASNY.

**New programs:** Radiologic Sciences BS (newly approved by the Board of Trustees) and Mathematics Education BS (scheduled for the Board of Trustees in September), and Chemical Technology AS, replacing the previous AAS, will be implemented, along with Liberal Arts options in African-American Studies and Physics. Biomedical Informatics BS and Electrical Engineering Technology BTech will be approved. At least two new LOIs will be developed and advanced, including a BS in Occupational Health and Safety.

**Curricular Review process:** To expedite the curricular review process, the College Council calendar will be adjusted, enabling earlier spring submission of approved courses and changes to BOT. Major Curriculum reviews and updates will be completed and approved in ADGA, Architectural Technology (BTech), Computer Systems (BTech), Vision Care.

New courses will reflect changes in disciplines, professions, and industry: Law and Paralegal Studies, Hospitality Management (Sustainability), Environmental Control, and Computer Engineering Technology, among others.

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

**Use of grants/external funding:** Facilitated by the NSF I-cubed grant, the college will use grant funding and increased standing with funding agencies such as NSF, USDOE, NASA, and NEH in a coordinated way to enhance instructional spaces, curriculum, and opportunities for faculty and students. A new NSF ATE grant, FUSE-LAB, will link Architecture and Construction Management and students from City Poly Early College High School. New NSF REU and NSF Opportunities for Enhancing Diversity in the Geosciences will create expanded research opportunities for both students and faculty.

**Early College high schools:** City Tech's first early college high school, City Poly, which opened in 2009, will have at least 50% of the first cohort taking credit courses at City Tech. A second early college high school, P-TECH (Pathways to Technology ECH), a partnership with the NYC DOE, CUNY, and the IBM Corporation, will enroll its first class in September. The college has been awarded over \$1 million in Smart Scholars grants from the NYSED to support curriculum development, faculty involvement, administrative costs, and student tuition for these two schools.

**Community-based organizations:** City Tech will continue to participate in local and national panels and presentations about the effectiveness of partnerships between IHEs and CBOs as a result of the college access and success program now in place for several years with Cypress Hills Local Development Corporation and the Youth Development Institute. Good Shepherd Services has been added to the partnership.

**Advisory Commissions and Industry partnerships:** Keeping programs up-to-date requires active partnerships with professionals and industry. Tech and Design Departments will reorganize and re-energize advisory commissions to expand their role in support of our academic programs and create new opportunities for students and faculty. Through a partnership with the Brooklyn Navy Yard, senior students in Tech and Design departments will have work displayed there.

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

**Program reviews** will be completed in Biology, Environmental Control, Entertainment Technology, Health Services Administration, and Business. Self-study completed in BS Nursing.

**Following program reviews,** Chemistry has converted its AAS in Chemical Technology to an AS and will proceed with development of a bachelor's program. An ESOL Taskforce will submit an implementation plan, following its review. Liberal Arts will sponsor faculty and student workshops on advisement and sponsor cohort building activities, continuing to follow the recommendations in the 2007 strategic plan.

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

**Hybrid/ Online classes.** A CUNY Hybrid Initiative grant was awarded to 9 professors in spring 2011 to work with Instructional Technology/Media Services (ITMS) on templates for faculty courses, student tutorials, online labs, online research, and assessment procedures. Final findings will be presented in seminars, workshops, and online to other faculty members. Significant effort will be invested in enhancing the quality of online and hybrid instruction. College will increase its current 3.1% of instructional FTEs offered partially online to 4%.

**Eportfolio.** Living Lab (Title V) Title V Professors and fellows will work with ITMS to create a new ePortfolio template utilizing Wordpress. A small cohort will provide a formative evaluation in the fall. The project will be tweaked in the winter with a spring release to more faculty.

ITMS will continue to offer an extensive number of workshops (minimum of 30 workshops this coming year); however, its larger goal is to deepen faculty usage of technology in the classroom through more comprehensive training.

**High-end technology:** As fields (such as architecture, construction, design, and manufacturing) incorporate ever-evolving technologies, there is a need for full-time and part-time faculty to continually upgrade skills and incorporate new technologies and software into the curriculum. Using Perkins funding ADGA and Architecture will offer professional development opportunities and strengthen curriculum. Architecture will launch and expand web-based information/ management system in support of digital technology resources (tutorials, print accounts, inventories, scheduling)The School of Technology and Design, with faculty leadership, will continue collaborations for interdisciplinary projects and for shared fabrication/ visualization/ presentation resources. Courses online: See above.

## 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

**Hiring** - City Tech will add faculty strategically, including Math, Biology, Computer Engineering Technology, Mechanical Engineering, Environmental Control, Construction/Civil Engineering, Career and Technology teacher Education among others. A minimum of 20 new faculty will be hired.

New Professional Activity Report and procedures for reappointment of faculty introduced in 2010-2011 will be fully implemented, and department chairs, appointments committee members, and faculty will continue to receive guidance in using them.

New full-time faculty will be offered a flexible orientation program, combining group sessions for all new faculty and sessions to address individual interests and needs, assisted where relevant by digital media.

**Professional Development and Networking** - The NSF-ADVANCE grant team and C-LAC (the initiative for the study of logic and computation) will sponsor a two-part colloquium for women in mathematics across CUNY.

### 2.2 Increase faculty research/scholarship

In addition to a 5% overall increase in faculty scholarship, from 596 to at least 626, the college will see improvement in other indicators of quality (e.g., the number of articles in refereed journals, to increase from 124 to at least 130).

### 2.3 Instruction by full-time faculty will increase incrementally

The College will attempt to replace all faculty lost to the ERI . Depending on finances, the College will add full-time faculty strategically in critical areas, as resources permit and attempt to maintain the

significant gains of recent years in the percentage of instruction delivered by full-time faculty, currently 48.1%, well above the average for comprehensive colleges.

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

The College has a strong record regarding the diversity of new faculty hired in recent years. This progress will continue through a college-wide commitment, improved data collection methods, greater utilization of the College Affirmative Action committee and increased guidance and support to chairs and search committees.

### Improve Student Success

#### 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

**General Education:** The College will fully engage the University's General Education Common Core Initiative based on learning outcomes, which will greatly facilitate student transfer opportunities. During AY 2011-12, at least 15 academic departments, working with our Office of Assessment and Institutional Research, will pilot empirical measures of general education outcomes, providing a baseline for future measurement.

A Title V grant supports the Living Laboratory Project, the development of a digital platform that will facilitate interdisciplinary connections, support yearly cross-disciplinary seminars on strategies for embedding general education in the majors, and a new Center for the Study of the Brooklyn Waterfront.

All departments are integrating general education learning outcomes into their course outlines. Rubrics and strategies have been developed for college-wide assessment of general education outcomes in academic and professional reading, writing, and information literacy. This year, as these are implemented across the curriculum, learning outcomes for the second round of gen ed assessment will be identified, most likely including oral communication and quantitative literacy. These efforts will support the learning outcomes requirements established by the University's Common Core Initiative.

With the removal of the CPE, the college is strengthening its internal mechanisms for increasing student proficiency in written communication, a skill that advisory commissions and other professional partners uniformly assert to be essential. The College's Writing Intensive requirement, never fully implemented, will be addressed in every department. All departments will offer Writing Intensive courses in the spring semester. Writing Fellows will be assigned to targeted departments. The registrar will monitor students' completion of the requirement.

#### Effective instruction

City Tech's adjuncts include both part-time instructors in the general education disciplines and industry professionals. In order to insure that the revised general education requirements are achieved, as well as to improve the overall level of instruction at the college, the Faculty Commons, Assessment and Institutional Research, and the Library will offer expanded professional development opportunities for adjuncts including presentation skills and service learning, in response to a survey of PT faculty, and increase access to their programs overall. Departments will prepare new orientation/ information

materials, strengthen course coordination, and implement more uniform assessment practices and standards. Individual department activities include departmental blogs, like ADGA's "300JaySt." professional development workshops in English.

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

Developmental Math: Strategies attempted over the past several years have either been unsuccessful in increasing success (re-introducing MAT 055 for the very lowest-scoring students) or not readily scalable (Peer-Led Team Learning). Further, the growing number of exempt students suggests increasing weakness in the remaining pool of developmental students. The department consistently sees a high pass rate among those upper-level developmental students who take the final assessment, but this is accompanied by a high withdrawal rate and disappointing performance in MAT 1175, the first credit-bearing course. In 2011-2012, in light of new University criteria, the math department will focus on upper-level developmental students (MAT 065 and above) from multiple perspectives, reviewing the course configuration, pedagogy (including computer-based and online support), student engagement, and success in the next course. The pass rate in math on exit from remediation will increase from 73.8% to 76%.

Developmental Writing: The pass rate in writing on exit from remediation will increase again, from 58.5% to 61.5%. The developmental writing plan for academic year 2011-12 includes improved faculty collaboration and awareness regarding Developmental Writing initiatives. The workshops based on diagnoses of individual student weaknesses will be fine-tuned to make a greater contribution to student performance.

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

See point 3.2 above re performance on gateway courses. Also, the pass rate on English Comp will increase by 2%, from 84.4% to 86.4%. Percentage of students completing the gateway math course with a grade of C or better will increase from 56.1% to 59.1%.

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

During 2011-12, the Office of Assessment and Institutional Research will focus on the gap in performance of under-represented minorities vs. non-URMs, to see if there are aspects of our curricula and/or particular majors where such gaps are most prominent, to allow the College to implement targeted solutions.

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

The College has full participation of departments in its assessment efforts. 2011-2012 will see full implementation of the College's Assessment for Learning initiative. Critical course assessment, now in place across the college, will identify needed specific changes to courses and curriculum, and changes and results will be reported. Gen Ed assessment, as noted in 3.1, is well integrated with the revision of the gen ed curriculum and the Title V grant. Through the AIR website, learning outcomes for gen ed will be readily available, along with course outlines for all courses and indicators of progress toward meeting assessment goals.

#### 4. Increase retention and graduation rates and ensure students make timely progress toward degree completion

All departments with majors have set targets for retention and graduation and will report on progress. ADGA will raise retention and graduation rates by 2% over 2 years, using strategies including a review of grade distributions for first year courses, increased use of tutoring and Early Alert process, and an expanded and strengthened faculty advisor role. Mechanical Engineering Technology will increase summer offerings beginning in summer 2012 to facilitate students' progress toward graduation. Their initial targets are to increase both retention and graduation rates by 2% over two years.

In SPS, the Nursing graduation rate from the point of entry into the clinical courses will improve by 3%, from 66% to 69%. No student will be dismissed from the Associate Degree program in the last semester. Accounting will improve student retention by 5%. Business Department faculty will review minimum passing grade for major courses and review reasons for student's lack of success in the second Accounting course. Vision Care will improve student first year retention from 64% 2010-11 to minimum 70% 2011-12. Human Services associate and baccalaureate graduation rates will increase by 3% over two years.

In addition to participating in college-wide advisement activities, departments will improve information offered to students in print and on websites. They will also use data to identify issues in critical courses and other obstacles to progress and degree completion. For example, programs in the Business Department will focus on reducing the attrition rate after the second accounting course. CET will update high-fail introductory courses, adding hands-on components to align course with differing student learning styles.

##### 4.1 Colleges will facilitate students' timely progress toward degree completion

The College will develop more effective vehicles for providing uniform info for students, focused on issues such as the importance of remaining full-time and meeting financial aid requirements. Faculty advisement will include planning for summer, to keep students on track to timely degree completion. The College will continue the recent pattern of increasing credits completed in the first year by baccalaureate students, with a two-year target of increasing from 22.1 to the comprehensive college average of 23.4.

##### 4.2 Retention rates will increase progressively

The number of first-time full-time freshman in baccalaureate programs is still relatively small. The one-year retention rate of transfers into baccalaureate programs tracks consistently with that of other comprehensive colleges, and above that at senior colleges. The College will raise that rate one percent per year in each of the next three years through application of the University's General Education Common Core Initiative, continued strong advising of transfers and the completion of additional articulation agreements, to assure that students are able to make progress toward completion. The one-year retention of students in associate degrees is at its highest point in five years. It will be maintained or enhanced through improvement in gateway courses, advising students into course loads sufficient to remain eligible for financial assistance and greater attention by academic departments to meeting their established retention targets. This rate will improve 2% over the next three years.

#### 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs

In addition to departmental efforts and the College's focus on improving advisement across the board, City Tech is working in three main directions to ensure greater student success in graduating. First, faculty and students are being informed in several ways that graduating on time offers multiple benefits; faculty and departmental practices that discourage rapid progress toward the degree are being addressed. Second, the College is using grant funding (NASA, NSF CCLI, C-PATH, and ATE) to develop opportunities and strategies to engage students more actively, especially in the areas of undergraduate research and internships. Thirdly, the College's partnership in the development of two early college high schools will begin in 2011-2012 to bring to the college students who have a good understanding of the technical programs, as well as strong academic skills, especially in mathematics.

Liberal Arts and CSC are the only AA/AS programs at the College – the % of graduates transferring directly to bachelor's programs within CUNY (For 2008-9 graduates- 47.3%) will increase by 2-3% over 2 years.

#### 5. Improve post-graduate outcomes

##### 5.1 Professional preparation programs will improve or maintain the quality of successful graduates

NUR will be at a minimum 85% first-time pass; DH will be minimum 95% first-time pass; VCT will average 85% on ABO and 90% on NCLE first time pass rates. RAD will average 95% pass rate. In sum, all departments with certification/ licensing requirements (Nursing, Dental Hygiene, Rad Tech, Career and Technical Teacher Education, Vision Care Technology) will maintain or improve current high performance.

##### 5.2 Job and education rates for graduates will increase

The economy is beyond our control, but the careful collection of post-graduation employment data and its use in advising and counseling students is not. The College will support efforts in all major departments to track students' employment and completion of advanced degrees. The Development Office will work with Assessment and Institutional Research on an on-line alumni census, with a clear focus on new alumni. Data collected in these ways, together with data available from our Career Services Office will be assembled in Raiser's Edge, our constituent database. Alumni Relations will begin construction of a career network connecting recent graduates with alumni, with a goal of 200 participants in the first year.

#### 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

**Technology Services:** A new facility within the Student Welcome Center will be provided for the help desk, the first line of support for student technology needs. Student handouts and online resources about available technology services will be created and disseminated in workshops and online. Students

will be surveyed on their satisfaction with and needs from the Technology Enhancement Center (TEC), the College's heavily used open lab facility.

ITMS support for student events and during Thursday club hours, as well as multimedia classroom support will be offered to assist students and faculty. Over the year, approximately 20 Blackboard, MS Office, and ePortfolio workshops will be offered to students .

**Library:** The Library will expand its online services and support materials in several ways, including continuing the design and development of general library/Interlibrary Loan online tutorials and promoting them across the college, especially for hybrid and or fully online courses. The Library has expanded its assessment activities, and will use outcomes to target areas of need and new directions.

**Undergraduate Research:** The College will continue to expand its growing program in undergraduate research, with the goal of increasing last year's 286 participants to at least 300, a 5% increase. A pre-internship seminar and a post-internship research symposium, in summer 2011, will be augmented in 2011-12 with an internship recruitment visit from Rutgers University. Students will be offered guidance and facilities for preparing stronger, more competitive posters.

**Learning Center:** will use outcomes from its Spring 2011 Student Satisfaction Survey (600+ students participated), to address student requests for more subject area tutoring, including marketing and physics.

**Service Learning:** Service learning, a high impact educational practice already embedded in 6 Professional Studies departments, will expand to one additional SPS department and to Architectural Technology.

#### **Student mentoring, internship, and professional opportunities**

Faculty Commons/ Arts & Sciences—Successful Entering Mentoring Workshop series will be extended and expanded. ADGA-In 2010-11, with support from the I cubed grant and the City Tech Foundation, the department organized two semester end showcase/ reviews of student work by industry professionals who offered critiques of student work one-on-one and also completed surveys responding to the department's work. The department will continue to expand these relationships. Architectural Technology will incorporate professional mentoring into its program and expand the opportunities for professional critiques of student work. The department will also increase display of student work on the web. Twenty healthcare students will be placed in paid internships for summer 2012.

### **Enhance Financial and Management Effectiveness**

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 College will meet or exceed all enrollment targets. The fall 2010 enrollment of 15,366 in fall 2010 will expand to 15,900 for fall 2011. Advertising will emphasize transfer opportunities, returning

associate degree students, and under-enrolled programs. As the number of first-time full-time freshmen in baccalaureate programs increases, mean SATs and CAAs will increase from the current 929 to 933.

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

### **Articulations and other relationships**

Following review of existing articulation agreements conducted in 2010-2011, departments will update agreements more than 5 years old or where curriculum changes have occurred, complete agreements currently in negotiation, and identify new articulation institutions. Henceforth, agreements will be reviewed on a 3 year cycle and listing of current agreements on the website will be updated as changes occur.

H.S.A., Nursing, Legal Studies, HUS, HM , and new RT bachelor's programs will expand articulation agreements, as will Emerging Media Technology, Computer Systems, Environmental Control/ Facilities Management, Construction/Civil Engineering, Advertising Design and Graphic Arts, and Electrical Engineering/ Telecommunications. Liberal Arts AA and AS programs will continue to expand transfer opportunities, seeking additional agreements in physics and chemistry, as well as in medicine and health.

## 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

College Now will continue to meet its enrollment targets. Through improved oversight and management, course completion and pass rates will continue to rise toward the comprehensive college average. The program will assess participant re-enrollment and implement strategies to increase repeat enrollments.

### **Other Collaborative Programs and High School partnerships**

Increasing the pool of well-prepared applicants who are also well informed about City Tech's unique programs is critical to improving success in these programs. In addition to City Tech's two early college high schools partners and College Now, the College's efforts will include a focus on math preparation, as well as many partnerships at the departmental level, especially Construction, Architecture, Vision Care, and Restorative Dentistry (supported by anew STEP grant awarded June 2011). This year, ADGA City-wide participation in annual high school graphic arts competition will increase. A second NSF ATE (Access to Technology Education) grant, FuseLab, will engage City Poly students as well as City Tech students, in Construction and Architecture projects. The first NSF-ATE, a collaboration between Mechanical Engineering and Computer Engineering Technology faculty, will continue to engage students in robotics projects.

## 8. Increase revenues and decrease expenses

### 8.1 Alumni-corporate fundraising will increase 10%

Enlarged staff will facilitate increase in philanthropic giving through revitalized annual giving campaign and launching major gifts campaign. The major gifts campaign will emphasize naming opportunities for both corporate donors and alumni. Overall fundraising will increase 10%, to \$1.2 million.

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

**Continuing Education.** Will implement new University Operational Guidelines for Continuing Education. Will Increase tuition/ voucher income by 2% (Target=\$1,102, 670) by continuing to improve marketing, including developing on-line registration capability. It will develop new curricula to increase its already significant presence in the construction sector, and reinvigorate the Apartment House Institute by connecting it with the Department of Environmental Control/ Facilities Management.

Will meet revenue targets for grants and contracts (\$4,851,538) by extending networks with unions, professional organizations, and college departments, as well as other CUNY campuses (for joint proposals), and CBOs.

## 8.3 Colleges will improve or maintain sound financial management and controls

The College has held constant the percentage of total tax levy budget spent on administrative services, and spends substantially less than the University average. The College will increase revenue from its auxiliary enterprises by 5% through upcoming contract bidding.

The Business Office will complete reorganization to create more defined lines of operations and oversight over the financial and operational areas. The position of Assistant Vice President for Budget and Finance was created, and an experienced CPA was hired for this position. The position of Executive Director for Business Operations will be permanently filled, completing the reorganization.

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

The College will implement a financial plan with a balanced budget, aligned with academic priorities, including securing new faculty and replacing staff in critical areas.

## 8.5 Contract/grant awards will increase

While final data is not yet available, it appears that the College will end the present year close to contracts/grants total of \$7.18M in the banner year of 2010. Despite the government cutbacks that have made contracts more difficult to secure the College will match or exceed the amount raised in 2011.

## 8.6 Indirect cost recovery ratios will improve

The College will increase the present level of 7.0% in indirect cost recovery to 7.5%.

## 9. Improve administrative services

### 9.1 Colleges will make progress within a declared capital campaign

Declared major gifts campaign to bring in \$10 million in new dollars will be launched in late fall/early winter to coincide with start of construction on new academic complex.

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

A number of new initiatives will be launched:

- Training of content suppliers to update web information directly through the College's content management system will begin before the end of the fall semester, to facilitate updating web information. Ombudsman role played by City Tech Facebook page will be expanded, to include FAQs and generic postings aiding new students in adapting to college life.
- The child care center will develop and conduct a parent satisfaction survey to assess satisfaction with services provided, and within available resources will implement changes suggested by survey results .
- The international student admissions counselor will develop and conduct an international student satisfaction to assess the satisfaction with services provided, and within available resources will implement changes suggested by survey results .
- The area of Athletics and Recreation will expand intramural programs to serve a larger number of students.
- Student Leadership program will further expand its retreat and summit capacity to include more students.
- New facilities will be created for the Student Help Desk, which provides computer-related help to students, to make the service easier for students to use.

Student satisfaction with administrative services, already above the comprehensive college average, will increase from 3.01 to 3.04 on a four-point scale.

## 9.3 Colleges will improve space utilization

Given space limitations, the facilities of the College are highly utilized. To accommodate growing enrollment, the College has increased early morning offerings and laboratory usage during the weekend.

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

### **Environmental Health & Safety**

Lab safety training will be scheduled in the fall for science and relevant technology departments. Periodic inspections will be conducted. NYC Fire Dept C-14 COF records will be maintained and applications facilitated. Health and safety staff will complete implementation of the online chemical inventory. Monthly laboratory safety inspections will be conducted, right to know program will be expanded, CUNY Tobacco-Free Policy will be implemented and all Buildings and Grounds employees will be vaccinated for hepatitis.

### **IRB-Grants Compliance**

City Tech's IRB is committed and efficient, reviewing a growing number of proposals each year in a timely manner. IRB Vice-Chair and College Director of Grants have developed a procedure for facilitating the approval process by having proposals to federal agencies undergo a research determination at the time of submission.

### **Academic Integrity**

The College will fully implement the new University policy. Reviews will be completed and cases adjudicated within the stipulated time frame. The new policy will be communicated to faculty and students. It has been posted on the College website and will be explained to both students and parents during Orientation and via the parents blog that the College maintains .

#### [9.5 All colleges will make progress on CUNYfirst implementation](#)

College will continue its compliance with CUNYfirst implementation schedules and will:

- complete clean-up for the integration of the payroll function
- Ensure data integrity
- Integrate new reporting functions and adopt full utilization of the reappointment process for all titles
- Begin data clean-up of student records in preparation for the Campus Solutions rollout.

#### [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 College has a functioning Sustainability Council and will continue to implement its multi-year plan.

### **Other Significant Goals**

- The College will install a new server center in the Voorhees Building to strengthen IT services in support of academic and research opportunities for students and faculty.
- The campus elevator renovation project will be launched in spring 2012 and progress will be made on the bathroom renovation project – design and contract documents will be ready by the end of the spring semester of 2012, and bids solicited for construction to start in the fall of 2012.
- College will continue its efforts to encourage students to use their City Tech email accounts, to facilitate communication and to reduce postage costs.