

Strategic Plan 2009-2012: Campus 2011-12 Goals and Targets**University Goal: Raise Academic Quality****Summary of University Objectives:**

- 1.0 Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix**
2.0 Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship, and creative activity

University Strategic Objective – 1.0**Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix**

University Targets	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objectives 2011-2012
1.1 Colleges & programs will be recognized as excellent by all accrediting agencies	1.1 Documented results of all accreditation reviews	1.1 Ongoing assessment of academic offerings & support services	1.1 Implement Academy Assessment Protocol & recommendations from program reviews & Middle States review; assess student performance at strategic points; assess student performance resulting from pedagogical innovations	<p>Promote culture of collaboration in which assessment is recognized, documented, and disseminated: 1) report to campus community on Freshman Academy results to date and 2) conduct faculty development workshops in support of course assessment</p> <p>Continuing Education will implement quality standards developed by CUNY-wide ACE Program Quality Task Force in 2011.</p> <p>According to official schedule, Nursing program will undergo full reaccreditation review. (Review of TAC of ABET accredited programs, at request of TAC of ABET, has been postponed until following year.)</p> <p>Implement actions plans from 2010-11 program reviews: 1) Engineering Science; 2) Environmental Health; 3) Health Sciences; 4) Liberal Arts & Sciences (Math. & Sciences)</p>
1.2 CUNY & its colleges will draw greater recognition for academic quality & responsiveness to academic needs of community	1.2 Recognition and/or validation from various external sources	1.2 Institutional Advancement communicates excellence of college & seeks funds from public and private sources in support of mission Leadership role in providing access to arts & culture	1.2 Market Freshman Academies; use Web site as primary recruitment device & provide training for Web site coordinators; develop institutional vehicle for celebrating student 30-credit milestone; increase QCC recognition in community & among students, faculty, staff & friends; integrate Art Gallery & Kupferberg Holocaust Resource Center	<p>Roll out college's new Web site design and Content Management System, conduct training sessions on system use, and evaluate.</p> <p>To comply with CUNY identity standards & applications concerning college-wide branding, produce QCC identity standards & applications guide & include branding guidelines as part of workshop training content for college Web site coordinators and others. Publications staff serves as resource for design compliance questions & reviews.</p> <p>Increase QCC's recognition, both locally & nationally – through professional presentations, student presentations & awards.</p> <p>In effort to draw greater recognition, Student Government will be provided with funding and administrative support to host CUNY-wide student event.</p>

University Targets	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objectives 2011-2012
			exhibits into curriculum	<p>Working with Academic Senate Committee on Cultural Resources & Archives, Institutional Advancement will 1) conduct annual in-depth orientations to KHRCA & Art Gallery for incoming committee members; 2) cohost faculty workshops on incorporating resources of Art Gallery & KHRCA into course curricula each semester; 3) cohost annual orientations for freshman coordinators & faculty coordinators assigned to Freshman Academies.</p> <p>Expand Service Learning projects, increasing faculty and student involvement by 10%.</p> <p>Continuing Education will 1) target specific regional areas of Queens, namely Flushing & Assembly District 33, & expand high school collaborative programs & workforce programming with two new certificate programs that meet needs of constituents; 2) target building owners & managers for training in new green laws through Greenworks Practicum; 3) develop new Medical Office Assistant certificate to include health information technology and cultural competencies.</p>
1.3 Colleges will improve use of program reviews, analyses of outcomes, enrollment, & financial data to shape academic decisions & resource allocation	1.3 Evidence of making academic decisions informed by data, including shifting resources to University flagship & college priority programs	1.3 Ongoing assessment of academic offerings & support services	1.3 Implement Academy Assessment Protocol; implement recommendations from program reviews & Middle States review; assess student performance at strategic points; assess student performance resulting from pedagogical innovations	<p>OAA & Assessment Office will:</p> <ul style="list-style-type: none"> • Implement program review action plans. • Collect remediation data from experimental course designs in Basic Skills & Mathematics & scale up best models. • Bring together departments planning program review with assessment teams from departments offering supporting courses to determine learning outcomes to assess in support of program review. • Utilize input from advisory boards to address business & industry needs through revisions in curriculum. <p>OAA & Institutional Research will examine effectiveness of readiness programs, including pilots; CE will implement CUNYStart and participate in CUNY-wide assessment effort.</p> <p>Resource allocation plan will document budgetary priorities & decisions made in response to assessment findings.</p>
1.4 Use of technology to enrich courses & teaching will improve	1.4 Reports of courses with significant technology component & self-reports by colleges	1.4 Post-secondary associate degree & certificate programs for careers and for transfer	1.4 Develop & implement new degree & certificate programs; build stronger articulations & increase dual/joint programs; build stronger liaisons with business & industry	<p>Begin implementation of FY11-15 Technology Plan:</p> <ul style="list-style-type: none"> • Increase by 10% number of technology-supported classrooms available to faculty • Increase by 15 number of blended/online courses offered over Sp11. • Increase number of faculty trained in instructional technology use. • Upgrade & expand college resources to accommodate increased online testing <p>Conduct next two cohorts in eLearning Faculty Development Program & evaluate effectiveness of program design.</p>

University Strategic Objective – 2.0
Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship, and creative activity

University Targets	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objectives 2011-2012
<p>2.1 Colleges will continuously upgrade quality of full-time & part-time faculty, as scholars & teachers</p> <p>2.2 Increase faculty research & scholarship</p> <p>2.3 Instruction by full-time faculty will increase incrementally</p> <p>2.4 Colleges will recruit & retain diverse faculty & staff</p>	<p>2.1 College self-reports on efforts to build faculty teaching & research quality through hiring, tenure process, & investments in faculty development for full-time & part-time faculty</p> <p>2.2 Faculty scholarship & creative work</p> <p>2.3 Percent of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new & veteran faculty</p> <p>2.4 Faculty & staff diversity & affirmative action reports</p>	<p>2.1-2.4 Highly qualified faculty with excellent scholarly credentials</p>	<p>2.1-2.4 Continue tradition of discipline-based research & publications & encourage pedagogical research & inquiry; facilitate collaboration among academic & instructional staff; increase minority representation of faculty</p>	<p>In collaboration with Human Resources & Affirmative Action, OAA will design & assess targeted efforts to recruit & retain FT & PT faculty:</p> <ul style="list-style-type: none"> • Expand recruitment efforts for underrepresented faculty to include modifications to college Web site & promotional materials. • Redesign new faculty orientations (FT & PT) to include module on cultural competencies. • Implement mentorship program for all new full-time faculty • Conduct one forum on reappointment, promotion, & tenure in collaboration with governance. <p>As the primary and most broadly attended annual meeting of the campus, the Conference of College (2011), sponsored by FEC/supported by OAA, will be held in fall 2011 to highlight faculty innovations in education that promote student success, provide exposure to new ideas in pedagogy, and to encourage interdisciplinary collaboration and discussion.</p> <p>Following pilot in spring 2011, OAA & Sponsored Programs will implement full schedule of grant development courses, for faculty & team-taught by faculty, and assess results.</p> <p>CETL will offer workshops on conceptualizing & carrying out pedagogical research, including assessment & use of data analysis techniques.</p>

University Goal: Improve Student Success

Summary of University Objectives:

- 3.0 Ensure that all students receive a quality general education and effective instruction**
- 4.0 Increase retention and graduation rates and ensure that students make timely progress toward degree completion**
- 5.0 Improve post-graduate outcomes**
- 6.0 Improve quality of student and academic support services**

**University Objective – 3.0
Ensure that all students receive a quality general education and effective instruction**

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
3.1 Colleges will provide students with cohesive & coherent general education	3.1 Documented evidence of cohesive & coherent general education (as implemented by CUE, general education reform, etc.)	3.1 Collaborative, learning-centered community that provides rich general education core & is dedicated to academic excellence & development of whole individual, with strong, closely integrated academic & student support services	3.1 Nurture growth of individual student in supportive environment	<p>Expand Early Alert system to courses taught by full-time faculty teaching Basic Skills, MA 120, EN 101, and ST 100 course sections—from 10 faculty and 192 students in Sp11 pilot to 38 faculty and 1,496 students in Fa11—and evaluate.</p> <p>Evaluate impact Freshman Academies have on 2nd year students entering through academies, including impact of academic & student support services overall.</p> <p>Special Committee of Academic Senate will:</p> <ul style="list-style-type: none"> • Evaluate college's current General Education learning outcomes within framework of Pathways guidelines established by CUNY faculty & identify courses that meet learning outcomes within framework • Make recommendations for modification of college's General Education framework where deemed appropriate • Submit final report in May 2012
3.2 Colleges will improve basic skills & ESL outcomes	3.2 Basic skills test performance & related data (e.g., % enrolled in summer immersion with increase in score at end of summer, pass rates on exit from remediation; baccalaureate colleges: percent of SEEK & ESL students who pass skills tests in 2 years; % of instructional FTEs in lower division courses delivered by full-time	3.2-3.5 Post-secondary associate degree & certificate programs for careers and for transfer	<p>3.2-3.5 Develop & implement new degree & certificate programs; build stronger articulations & increase dual/joint programs; build stronger liaisons with business & industry</p> <p>Increase student performance outcomes on CUNY PMP indicators</p>	<p>USIP: Increase percentage of first-time students <i>improving</i> scores, as follows: reading, to 93.0; writing, to 74.5; COMPASS 1, to 94.0; COMPASS 2, to 96.0.</p> <p>Exit from Remediation: Increase pass rates: reading, from 61.8 to 63.0; writing, from 58.3 to 60.0; mathematics, from 62.9 to 64.0.</p> <p>Milestone: Increase percentage of students who have met proficiencies in reading, writing, and mathematics by 30th credit from 67.0 to 70.0 (streamline reading and writing remedial sequences; successful MA 005 model has now been extended to all sections for implementation).</p>

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
<p>3.3 Colleges will improve student academic performance, particularly in first 60 credits of study</p> <p>3.4 Colleges will reduce performance gaps among students from under-represented groups and/or gender</p>	<p>faculty; associate colleges: % of remedial students at 30 credits who have passed all basic skills tests)</p> <p>3.3 Percent of students passing gateway courses with C or better</p> <p>3.4 One-year retention rates by under-represented group status & gender; for all students, % of credit hours attempted earned by underrepresented group status & gender (fall semester)</p>			<p>Increase percentage of students passing gateway courses in English Composition from 85.1 to 86.5.</p> <p>Increase percentage of students passing gateway courses in Mathematics from 60.3 to 64.0 (assess student outcomes in MA 120 in response to curricular modifications from Sp11 & in MA 440 in response to curricular modifications planned for Fa11; adjust for Sp12).</p> <p>OAA and OSA will support & expand by 2% student participation in cooperative education/internship experiences, from 186 to 190 students.</p> <p>OSA will increase student participation by 5% over last year, from 657 to 690 in activities & workshops aimed at attracting students to participate in MALES, CSTEP, & CD programs by increased collaboration between Student Activities & special programs.</p>
<p>3.5 Colleges will show progress on implementing faculty-driven assessment of student learning</p>	<p>3.5 Evidence that faculty are assessing student learning, using results to make improvements & documenting process</p>	<p>3.6 Ongoing assessment of academic offerings & support services</p>	<p>3.6 Implement Academy Assessment Protocol & recommendations from program reviews & Middle States review; assess student performance at strategic points; assess student performance resulting from pedagogical innovations</p>	<p>Institutional Research will present in fall 2011 comprehensive look at first 2 years of Academy model according to following student outcomes, among others, as indicated in Academy Assessment Protocol: retention rates (semester to semester and year to year), credit accumulation, and graduate rate.</p> <p>After initial determination of year-end reports as primary assessment vehicle, Senate Assessment Committee will review progress on annual basis toward comprehensive assessment on five-year cycle: for teaching departments, progress toward completion of course assessment according to published schedule; for non-teaching departments, progress toward assessment of all KPIs.</p>

University Objectives – 4.0, 5.0, and 6.0
Increase retention and graduation rates and ensure that students make timely progress toward degree completion
Improve post-graduate outcomes
Improve quality of student and academic support services

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
4.1 Colleges will facilitate students' timely progress toward completion	4.1 % of freshmen & transfers taking course summer after entry; ratio of undergraduate FTEs to headcount; % of students with major declared by 70 th credit; average # of credits earned in first 12 months	4.1-6.1 Post-secondary associate degree & certificate programs for careers and for transfer	4.1-6.1 Implement high-impact instructional strategies for Freshman Academies & pedagogical innovations across curriculum	Implement college's action plan on high impact instructional strategies in AAC&U/MetLife Roadmap project. As part of Pathways Majors work, Institutional Research will collect & disseminate reports showing performance of students who transfer to baccalaureate institutions within CUNY.
4.2 Retention rates will increase progressively	4.2 One-year & two-year retention rates			Increase percentage of first-time, full-time students still enrolled in college 1 year later from 71.5 to 73.0.
4.3 Graduation rates will increase progressively in associate, baccalaureate & masters' programs	4.3 Six-year AA/AS/AAS/BA/BS graduation rates; four-year BA/BS graduation rates; four-year MA/MS graduation rates		Improve student outcomes identified for Freshman Academies	Increase percentage of first-time, full-time students who graduate within 6 years from 24.0 to 25.5. As part of Academy Assessment Protocol, increase 3-year graduation rate from 12.8% to 19.2% (Fa06 cohort compared to Fa09 cohort).
5.1 Professional prep. programs will improve or maintain quality of successful graduates	5.1 Pass rates & # of students passing licensure/certification examinations			Increase pass rate on NCLEX examination to 90%. Increase pass rate on Massage Therapy licensure examination to 85%.
5.2 Job & education rates for graduates will increase	5.2 College self-reports & surveys of graduate job placement rates; % of graduates continuing education			Establish system, with CUNY's assistance, of tracking students from degree programs at college to degree programs at 4-year colleges and student outcomes at 4-year colleges.
6.1 Colleges will improve quality of student & academic support services, incl. acad. advising & use of technology, to augment student learning	6.1 Student experience survey results & other evidence of improved quality & satisfaction with student, academic & technological support services			OSA will: <ul style="list-style-type: none"> • Implement with OAA new procedure for graduation pre-audit (and advisement) with goal of increasing students eligible for graduation by 2% • Maintain & monitor enrollment in 15 credit hours for students capable of handling credit load (FY10 FTFT projected goal of 29.7%, actual rise to 36.5%) • Increase usage of FOCUS 2 by 10% (478 users FY10).

				<ul style="list-style-type: none"> • Maintain at 73% reported student understanding of how QCC curricula relate to career pathways on completion of FOCUS 2 career exploration survey tool. • Apply new technology products to streamline student services for appointment scheduling, financial aid processing & registration & tuition payments through text messaging and email forwarding. • Create team to develop & implement social media strategy for enhancing student interaction & engagement.
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University Goal: Enhance Financial and Management Effectiveness

Summary of University Objectives:

7.0 Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

8.0 Increase revenues and decrease expenses

9.0 Improve administrative services

University Objective – 7.0

Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
7.1 Colleges will meet established enrollment targets for degree programs; mean SATs and/or CAAs of baccalaureate entrants will rise	7.1 Enrollment in degree & adult & continuing education programs; SATs & CAAs	7.1-7.3 Collaborative, learning-centered community, with strong & closely integrated academic & student support services	7.1-7.3 Nurture growth of individual student in supportive environment	With Hobson’s CRM recruitment tool, Admissions office will collect student feedback regarding recruitment & enrollment processes in an effort to assess effectiveness of communication with prospective students.
7.2 Colleges will achieve & maintain high levels of program cooperation with other CUNY colleges	7.2 Pipeline programs, transfer credit acceptance, e-permit & joint programs, etc.			Reorganize OAA staff to support comprehensive & centralized approach for examining transfer data regularly, developing and updating articulations, managing articulation Web site & supervising dual/joint programs.
7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates & increase # of students participating in more than one college credit course and/or pre-college activity	7.3 Number of College Now participants; College Now course completion & pass rates, # of participants re-enrolled			Increase # of students who complete & pass college-level classes while in high school through 21 st century grant program, College Now & Career Pathways.

University Objective – 8.0
Increase revenues and decrease expenses

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
8.1 Alumni-corporate fundraising will increase 10%	8.1 Alumni/corporate fundraising (CAE-VSE report)	8.1 Institutional Advancement communicates excellence of college & seeks funds from public & private sources in support of mission	8.1 Market Freshman Academies; use Web site as primary recruitment device & provide training for Web site coordinators; develop institutional vehicle for celebrating student accomplishments at 30-credit milestone	<p>Increase private philanthropy fundraising totals by 10% (\$331,902) to \$3,650,926.</p> <p>Publicly declare QCC's <i>Edge for Success</i> campaign by June 30, 2012, activities to include: hosting Fund Board retreat; establishing formal committee; revamping Advancement Web site; conducting meetings with college constituencies to identify & train group of donors, faculty/staff & board members to serve as campaign volunteers in assisting with donor prospect solicitations.</p>
8.2 Colleges will achieve revenue targets, including those for Cont. Ed.	8.2 Revenue	8.2 Non-credit courses & certificate programs (Cont. Ed. courses & certificate programs)	8.2 Provide accessible Cont. Ed. programming; raise academic quality of Cont. Ed. courses & programs; expand Cont. Ed. programs & increase enrollment; increase revenue	Continuing Education will meet revenue goals of 117.50% of total expenses.
8.3 Colleges will improve/maintain sound financial management controls 8.4 Colleges will implement financial plans with balanced budgets that align expenditures with academic priorities	8.3 # of budget spent on admin. services; responsiveness to accounting & external/internal audit findings 8.4 Financial health & evidence of solid financial plan; end fiscal year with 1%-3% of allocated budget as reserve	8.3-8.4 Finance analyzes funding sources & oversees funds allocated to college by central administration in support of mission	8.3-8.4 <u>General Finance</u> : Plan & monitor expenditures of all funds; meet project deadlines & deliverables for CUNYfirst <u>Business & Administrative Services</u> : Strengthen accounting procedures & processes; develop & implement management reporting; strengthen & improve internal controls & communication; streamline financial processes <u>Budget & Financial Analysis</u> : Provide expert financial consultation & analysis, timely, accurate & useful reports & strategic information in support of decision-making; institute practice of performance measurement & improvement; implement effective communications plan & national service; seek external funding	Proportion of tax-levy budget spent on administrative services vs. instructional & support services will remain constant at 2010-11 level. All financial transactions will be completed accurately & in timely manner; all prior audit findings will be resolved in timely manner. College will develop & administer viable financial plan, including ending fiscal year in balance, with appropriate reserve.

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
8.5 Contract/grant awards will increase	8.5 Contract/grant awards (RF report & CUNY projects) including for research	8.5-8.6 Sponsored Programs coordinates submission, processing & reporting of grants & contracts & provides technical assistance to faculty/staff in obtaining grant funding for projects in support of mission.	8.5-8.6 Market Freshman Academies; use Web site as primary recruitment device & provide training for Web site coordinators; develop institutional vehicle for celebrating student accomplishments at 30-credit milestone	Increase grant funding by 5% (\$185,890) to \$3,893,200.
8.6 Indirect cost recovery ratios will improve	8.6 Ind. cost recovery as ratio of overall grant/contract activity			Increase the indirect cost recovery from 5.3% to 6.0%.

**University Objective – 9.0
Improve administrative services**

University Target	Representative Indicators	QCC Mission	QCC Long-range Goal	QCC Strategic Objective 2011-2012
9.1-9.4 Colleges will make progress within declared capital campaign	9.1 Evidence of declared capital campaign with fundraising goal (through FY15), campaign chair, vision/case statement & detailed plan by FY11	9.1-9.4 Administration provides clean & comfortable learning environment, manages Auxiliary Enterprises & assists Students Affairs in overseeing student fee funds in support of mission	9.1-9.4 Implement capital & in-house projects & update instructional, student support & student life facilities; implement sustainability effort; secure funding for comprehensive Facilities Master Plan	College will fully implement College Net 25-series Space Management System and use results to improve space utilization.
9.2 Student satisfaction with admin. services will rise or remain high at CUNY colleges	9.2 Surveys of student satisfaction with non-academic support services			
9.3 Colleges will improve space utilization	9.3 % of instruction on Fridays, evenings, weekends; space prioritized for degree & degree-related programs			
9.4 Colleges will improve compliance with Board policies, risk management, collective bargaining agreements & applicable laws	9.4 Evidence of compliance			

<p>9.5 All colleges will make progress on CUNYfirst implementation</p>	<p>9.5 Evidence of timely progress organizing CUNYfirst team, training employees, communicating effectively & implementing CUNYfirst</p>	<p>9.5 Finance analyzes funding sources & oversees funds allocated to college by central administration in support of mission</p>	<p>9.5 Plan & monitor expenditures of all funds; meet project deadlines & deliverables for implementation of CUNYfirst</p>	<p>As vanguard, college will successfully lead implementation of CUNYfirst on behalf of CUNY system.</p>
<p>9.6 Each campus should have functioning campus sustainability council with broad representation from campus community & have recognized, multi-year campus sustainability plan.</p>	<p>9.6 Evidence of progress toward implementing multi-year sustainability plan measures</p>	<p>9.6 Administration provides clean & comfortable learning environment, manages Auxiliary Enterprises & assists Students Affairs in overseeing student fee funds in support of mission</p>	<p>9.6 Implement capital & in-house projects & update instructional, student support & student life facilities; implement sustainability effort; secure funding for Facilities Master Plan</p>	<p>College will conduct periodic meetings of sustainability council; implement campus communications to increase sustainability awareness & promote best practices; refine 10-year sustainability plan to reflect current conditions; implement goals in accordance with plan.</p>