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<th>Objectives</th>
<th>2009-2010 University Targets</th>
<th>Indicators</th>
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<tr>
<td>Raise Academic Quality</td>
<td>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</td>
<td>1.1 Resources will be shifted to University flagship and college priority programs To support the University’s commitment to become a research-intensive institution 1.2 CUNY and its colleges will draw greater recognition for academic quality 1.3 Program reviews, with analyses of enrollment and financial data, will shape academic decisions and allocations by colleges 1.4 Colleges will use technology to enrich courses and teaching</td>
<td>1.1 Documented improvement of flagship and priority programs, and research programs 1.2 Recognition/validation from external sources 1.3 Self-reports by the colleges 1.4 Reports of courses with a significant technology component and self-reports by colleges</td>
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**SPS Goals & Targets Objective 1: Strengthen CUNY Flagship and college priority programs, and continuously update curricula and program mix.**

1. Using the School’s mission and vision statements as guiding documents, develop a 3-5 year Strategic Plan for the CUNY School of Professional Studies.
2. In partnership with the Central Office, develop a plan to find a facility that will provide the CUNY School of Professional Studies with a “home” that supports the academic mission and goals of the School.
3. In keeping with SPS’s flagship function, continue to build and enhance CUNY’s only fully online undergraduate and graduate degrees, not only as academic programs, but as a full spectrum of academic and support services as well as instructional offerings.
4. Collaborate with CUNY campuses in the development of online programs and online support structures for faculty and staff, continuing SPS’s vanguard role in Academic Technology.
5. Participate in the Graduate School and University Center’s 2009-2010 Middle State Evaluation process, and, as part of the evaluation process, conduct individual program assessments focused on the quality of the student experience and student learning.
6. Support the launch and implementation of degree and certificate programs approved in 2008-2009 including the Online MS in Business Management and Leadership, the Cornell/Murphy Institute Labor Relations Certificate Program, and Certificates in Health Care Administration and Aesthetic Education.
7. Collaborate with Academic Directors, faculty and CUNY Colleges in developing new academic programs (developing new concentrations/minors in the Online Baccalaureate, new certificates in Youth Studies, Adult Learning, and Working with Children with Disabilities in Schools, and new associates, baccalaureate, and Master’s degrees at the Murphy Institute).
8. Collaborate with State and City agencies as well as public and private organizations in developing new programs that are responsive to emerging organizational needs (the Sahana project with the New York City Office of Emergency Management, Transit Worker Training with DB Grant Associates and the New York City Department of Small Business Services).
9. On the basis of the recently approved as well as planned programs and faculty appointments in Labor Studies, develop a plan to establish the Murphy Institute as an acknowledged national center of excellence for Labor Studies.
10. As part of the Strategic Plan, create a division/office of Adult and Continuing Education at SPS and expand the portfolio of non-credit programs offered by the School.
11. Implement the School’s 2009-2010 Technology Fee Plan and expand the Student Technology Fee Planning Committee.
### Raise Academic Quality

#### Objectives

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
- 2.2 Increase faculty research/scholarship
- 2.3 Instruction by full-time faculty will increase incrementally
- 2.4 Colleges will recruit and retain a diverse faculty and staff

#### Indicators

- 2.1 College self-reports on efforts to build faculty teaching and research quality through hiring, tenure processes, and investments in faculty development for full-time and part-time faculty
- 2.2 Faculty scholarship and creative work
- 2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty
- 2.4 Faculty and staff diversity and affirmative action reports

#### SPS Goals & Targets Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity.

1. Engage faculty from across academic programs and across CUNY campuses in professional development and review of best practices, curriculum design and evaluation.
2. Continue to bring in CUNY full-time faculty to teach in current programs and collaborate in the development of new programs.
3. Create online resources for all SPS faculty that include information related to Universal Design, ADA compliance, and effective instructional design as well as best practices in teaching and learning.
4. Examine the processes Academic Directors follow in hiring adjunct faculty and create a recruitment guide to improve academic quality and student success as well as to build a more diverse faculty.
5. Hire additional Instructional Technology Fellows to support faculty in the development of new online courses and programs as well as to enhance the delivery of current online courses and programs.
6. Hire additional administrative staff to support Academic Directors.
7. Support the "on-boarding" of new full-time faculty members at the Murphy Institute.
8. Through the use of CUE funding, develop a mentoring program for new faculty.
9. Pilot, within the Off Campus College Program, a teaching portfolio project and have eight faculty engaged in developing teaching portfolios by Spring 2010, assessing the success of the pilot for possible expansion in 2010-2011.
10. Develop a process for tracking the accomplishments (including professional appointments, grant awards, publications, and presentations at conferences) of SPS faculty that is not redundant with what many do at or for their "home" campuses.
11. As part of the Strategic Plan, identify likely new academic programs (degree and certificates) and a long-term plan for moving forward with the development of letters of intent, proposals, and implementation tasks and timelines.
## Goals

<table>
<thead>
<tr>
<th>Improve Student Success</th>
<th>3. Ensure that all students receive a quality general education and effective instruction</th>
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### Objectives

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<th>2009-2010 University Targets</th>
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<tr>
<td>3.1 Colleges will provide students with a cohesive and coherent general education</td>
<td>3.1 Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.)</td>
</tr>
<tr>
<td>3.2 Colleges will improve basic skills and ESL outcomes</td>
<td>3.2 Basic skills test performance and related data. (Ex. % enrolled in summer immersion with an increase in score at end of summer, pass rates on exit from remediation. Bacc. colleges: % of SEEK and ESL students who pass skills tests in 2 yrs.; % of instructional FTEs in lower division courses delivered by full-time faculty. Assoc. colleges: % of remedial students at 30 credits who pass all basic skills tests)</td>
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<tr>
<td>3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study</td>
<td>3.3 % of students passing gateway courses with C or better</td>
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<td>3.4 Show &amp; pass rates on CUNY proficiency exam will increase</td>
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<td>3.5 Colleges will reduce performance gaps among students from underrepresented groups and/or gender</td>
<td>3.5 1-yr. retention rates by underrepresented group status and gender; for all students, % of credits attempted that are earned by underrepresented group status and gender (Fall semester)</td>
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<tr>
<td>3.6 Colleges will show progress on implementing faculty-driven assessment of student learning</td>
<td>3.6 Documented evidence that faculty are assessing student learning, using results to make improvements, and documenting the process</td>
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### SPS Goals & Targets Objective 3: Ensure that all students receive a quality general education and effective instruction

1. Support faculty-led initiatives to develop innovative approaches to the senior projects (capstones) in the Online Baccalaureate programs.
2. Provide faculty with administrative and technology support to implement CUE-funded initiatives and the ePortfolio Project.
3. Review academic advisement and counseling practices in all programs, assessing SPS’s success in delivering these services and/or identifying alternative ways to provide these services.
4. Collaborate with faculty in developing a plan to expand academic support programs in math, writing, research and test-taking skills, delivered both online and in person, with the goal of supporting student success and increased retention.
5. Continue to monitor the CPE pass rate (93% for 2008-2009) and assess the needs of students required to take the CPE in 2009-2010 in order to maintain at least a 90% pass rate.
6. Hire an Academic Advisement Center Coordinator and additional academic advisors.
7. Define and refine the academic support process for students admitted to the new Online MS in Business Management and Leadership.
8. Establish a baseline retention rate for under-represented groups.
Goals | Objectives | 2009-2010 University Targets | Indicators
--- | --- | --- | ---
Improve Student Success | 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 % of freshmen and transfers taking a course the summer after entry; ratio of undergrad FTEs to headcount; % of students with major declared by the 70th credit; average # credits earned in first 12 months
4.2 Retention rates will increase progressively | 4.2 1-yr. and 2-yr. retention rates | 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs | 4.3 6-yr. AA/AS/AAS, BA/BS graduation rates; 4-yr. BA/BS graduation rates; 4-yr. MA/MS graduation rates
4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs | 4.3 6-yr. AA/AS/AAS, BA/BS graduation rates; 4-yr. BA/BS graduation rates; 4-yr. MA/MS graduation rates | |

**SPS Goals & Targets Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion**

1. Continue to evaluate the retention rates of student cohorts in the Online BA in Communication & Culture and the Online BS in Business, providing Academic Directors, faculty, and staff with data for improving and developing strategies to increase retention.
2. Survey Online BA and Online BS students who have stopped out in order to understand why students have left, using survey results to formulate improvements to academic programs and student support services.
3. Through CUE, establish online learning communities, linked-courses, and changes in orientation that support writing across the curriculum.
4. Collaborate with faculty in designing study skills, research skills, and writing workshops.
5. Develop baseline retention rates for the Master of Arts in Applied Theater, the Master of Arts in Disability Studies, and the Master of Arts in Labor Studies.
6. Hire a part-time Institutional Research Associate to organize, monitor, and manage SPS admission, enrollment, and retention data.
7. Given that the Online BA in Communication and Culture has only been in place for three years and the Online BS in Business only half that long, it is too early to establish four-year and six-year graduation rates.
## Improve Student Success

### Objectives

5. Improve postgraduate outcomes

#### 2009-2010 University Targets

- 5.1 Professional preparation programs will improve or maintain high numbers of successful graduates
- 5.2 Job and education rates for graduates will rise

#### Indicators

- 5.1 Pass rates and # of students passing licensure/certification exams
- 5.2 College self-reports and surveys of graduates’ job placement rates; % of graduates continuing their education

### SPS Goals & Targets Objective 5: Improve postgraduate outcomes

1. Conduct a survey of students who have completed their degree or certificate programs in order to identify the types of careers SPS alumni are working in, what future educational plans students have, and what post-graduate programs and services would be appealing.

2. Develop a plan and a process that will allow SPS to monitor graduates who continue with their education.

3. Establish a career services office and hire a full-time or part-time staff member to begin providing career services to SPS students.

4. Launch the CUNY Optimal Resume system to all SPS students and alumni, thereby providing online career services resources that include resume writing, interviewing skills, and job search strategies.

5. Hire a full-time staff member to establish an alumni services office, which will host at least one alumni event and launch a communication strategy that includes at least three “touches” to SPS alumni in 2009-2010.
**Goals** | **Objectives** | **2009-2010 University Targets** | **Indicators**
---|---|---|---
Improve Student Success | 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.

**SPS Goals & Targets Objective 6: Improve quality of student academic support services.**

1. Evaluate and implement the recommendations made by the student services development committee. (These recommendations include improving course information, student services, academic advisement and counseling, the Virtual Campus, tutoring, and introduction and access to library services as well as making student evaluations of courses available to students, establishing a career services office, providing networking opportunities, and preparation for graduate level studies.)
2. Extend to all SPS students the services offered in the Virtual Campus (currently offered only to Online BA and Online BS students).
3. Consolidate SPS library services in 2009-2010 within services contracted from Baruch College’s Newman Library.
4. Re-evaluate the communication strategies used to alert students, faculty, staff, and program partners to the types of services available.
5. Expand the help-desk hours to provide support during the hours of 8:00 p.m. to midnight.
6. Evaluate and assess the School’s communication and contingency plans, including disaster recovery strategies to ensure a prompt response should there be any disruptions to academic or support services delivered online.
7. Implement online application process for all programs at SPS (all degree programs by fall 2009, and all certificate programs by spring 2010).
8. Plan to establish student organizations and implement the charging of CUNY Student Activity Fees to SPS students in 2011-2012.
### Goals

**Enhance Financial and Management Effectiveness**

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

### Objectives

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

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<tr>
<td>7.1 Colleges will increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise</td>
<td>7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs</td>
</tr>
<tr>
<td>7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges</td>
<td>7.2 Ex: TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc.</td>
</tr>
<tr>
<td>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</td>
<td>7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled</td>
</tr>
</tbody>
</table>

### SPS Goals & Targets Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses.

1. Increase enrollment in undergraduate online degree programs by 10% in 2009-2010.
2. Increase enrollment in Master’s degree programs by 20% in 2009-2010.
3. Increase enrollment in non-degree certificate programs and credit courses by 15% in 2009-2010.
4. Increase enrollment in adult and continuing education (non-credit) courses and programs by a third.
5. Develop a marketing and recruitment guide for SPS program staff to use in developing new strategies to recruit minority students.
6. Collaborate with CUNY colleges to increase enrollment in the American Museum of Natural History’s Seminars on Science courses by 5% in 2009-2010.
7. Offer credit or non-credit course options during the 2010 Winter Session.
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<tr>
<td>Enhance Financial and Management Effectiveness</td>
<td>8. Increase revenues and decrease expenses</td>
<td>8.1 Alumni-corporate fundraising will increase or maintain current levels</td>
<td>8.1 Alumni/corporate fundraising (CAE-VSE report)</td>
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<td></td>
<td>8.1 Alumni-corporate fundraising will increase or maintain current levels</td>
<td>8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education</td>
<td>8.2 Revenue</td>
</tr>
<tr>
<td></td>
<td>8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education</td>
<td>8.3 Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services</td>
<td>8.3 % of budget spent on administrative services</td>
</tr>
<tr>
<td></td>
<td>8.3 Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services</td>
<td>8.4 Colleges will implement financial plans with balanced budgets</td>
<td>8.4 Financial health and evidence of a solid financial plan</td>
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<tr>
<td></td>
<td>8.4 Colleges will implement financial plans with balanced budgets</td>
<td>8.5 Contract/grant awards will rise</td>
<td>8.5 Contract/grant awards (RF Report + CUNY projects) including for research</td>
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<td></td>
<td>8.5 Contract/grant awards will rise</td>
<td>8.6 Indirect cost recovery ratios will improve</td>
<td>8.6 Indirect cost recovery as ratio of overall grant/contract activity</td>
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</table>

SPS Goals & Targets Objective 8: Increase revenue and decrease expenses

1. Establish a development and alumni services office by hiring a full-time development officer.
2. Maintain the School’s portfolio of grants and contracts, currently valued at $4,255,353.
3. Achieve a 5% increase in new revenue from new grants, contracts, and partnerships.
5. Maintain a 93% collection rate across all degree, non-degree, and adult and continuing education programs with the goal of matching or surpassing the fall 2008 collection rate of 96%.
6. To support the School’s growing fiscal management, reporting, and billing requirements, define a Business Office and provide a plan for hiring a full-time accounts payable and payroll coordinator in 2009-2010 or 2010-2011.
7. Maintain a baseline percentage of 30% of SPS expenditures on Administrative Services in FY10.
### Goals

Enhance Financial and Management Effectiveness

### Objectives

9. Improve administrative services

#### 2009-2010 University Targets

- 9.1 Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact
- 9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges
- 9.3 The % of instruction delivered on Fridays, nights, weekends will rise to better serve students and use facilities fully
- 9.4 Prepare and implement a campus risk management plan that is integrated with the University’s risk management program
- 9.5 All colleges will make timely progress in CUNY FIRST implementation
- 9.6 Each campus should have a functioning campus sustainability council and have a recognized, multi-year campus sustainability plan

#### Indicators

- 9.1 Evidence of foundation restructuring
- 9.2 Surveys of student satisfaction with nonacademic administrative support services
- 9.3 % of instruction delivered on Fridays, nights, weekends
- 9.4 Present to the Risk Management Council the plan and the metrics by which its successful implementation will be measured
- 9.5 Evidence of leadership/communication, deployment of campus supplied trainers, and organizational readiness
- 9.6 Evidence that the committee meets regularly and progress is being made on implementation of the multi-year plan

### SPS Goals & Targets Objective 9: Improve administrative services

1. Coordinate the implementation of program budgets and enrollment and revenue targets with the Academic Directors of the following programs: The Off Campus College Program, the MA in Applied Theater, and the MA in Disability Studies.
2. Participate in work teams and training sessions in support of the CUNYFirst implementation.
3. Assess and realign SPS operational infrastructure to improve and expand the support services provided to students and faculty, hiring new staff as necessary.
4. Collaborate with the University in efforts to define requirements and locate a unified facility for SPS.