

Goals	Objectives	2010-2011 University Targets	Indicators
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 1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community 1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation 1.4 Use of technology to enrich courses and teaching will improve	1.1 Documented results of all accreditation reviews 1.2 Recognition/validation from various external sources 1.3 Evidence of making academic decisions informed by data, including shifting resources to University flagship and college priority programs 1.4 Reports of courses with a significant technology component and self-reports by colleges
SPS Goals & Targets Objective 1: Strengthen CUNY Flagship and College Priority Programs, and Continuously Update Curricula and Program Mix.			
<ol style="list-style-type: none"> 1. Finalize a Five-Year Strategic Plan. 2. Use ROI metrics to inform decision making, as recommended in the SPS marketing assessment. 3. Review and revise existing undergraduate programs with attention to the newly developed undergraduate degrees. 4. Expand SPS's vanguard role in online instruction via the "Growing Online Instruction at CUNY" project. 5. Analyze current faculty development initiatives (a primary assignment for the new Faculty Development Director hired effective Sept. 2011), and implement more faculty development focused on expanding hybrid and fully-online instruction at CUNY. 6. Implement programs approved and registered by SED in 2010-11 (the online BA in Sociology, the online BS in Health Information Management, and the online BA in Psychology). 7. Add two new programs to the School's portfolio of 13 grants and contracts, for a total of 15. 			

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Raise Academic Quality	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	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			
<ol style="list-style-type: none"> 1. Engage faculty from across academic programs and across CUNY campuses in professional development, training, and review of best practices in curriculum design and evaluation. 2. Implement the recommendations of the Governing Council Subcommittee on Faculty Growth and Support. 3. Extend outreach efforts to recruit a more diverse faculty and staff. 4. Facilitate and disseminate faculty scholarship, innovative teaching methods, and creative activity. 			

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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 3.2 Colleges will improve basic skills and ESL outcomes 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender 3.5 Colleges will show progress in implementing faculty-driven assessment of student learning	3.1 Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.) 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) 3.3 % of students passing gateway courses with C or better 3.4 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) 3.5 Documented evidence that faculty are assessing student learning, using results to make improvements, and documenting the process
SPS Goals & Targets Objective 3: Ensure that all Students Receive a Quality General Education and Effective Instruction			
<ol style="list-style-type: none"> 1. Build on the successful launch of the Virtual Campus by introducing at least two new online resources to further foster students' success in courses and to increase their connections with each other and with their faculty members, such as the open source BuddyPress platform and the cutting edge social network Google+. 2. Revise General Education requirements for the baccalaureate degrees, currently at 60 credits, to bring them in line with the 39-credit cap for transfer students. 3. Monitor the pass rate of students in the General Education courses and in courses in the online undergraduate degrees. Identify and report points in the curriculum that negatively influence student persistence and retention (i.e., courses with high withdrawal or failure rates). 4. Institute a system through which WAC fellows and coordinators work with faculty and the offices of Admissions and Student Services to provide students with early intervention and writing skills support. 5. Create new professional development offerings for faculty teaching in all delivery formats, including advanced workshops that target key areas for instructional improvement. 			

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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 4.2 Retention rates will increase progressively 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs	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 1-yr. and 2-yr. retention rates 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			
<ol style="list-style-type: none"> 1. Incrementally increase baseline retention and graduation rates for undergraduate degree programs in Communication & Culture and Business. 2. Incrementally increase baseline retention and graduation rates for graduate degree programs. 3. Begin measuring retention rates for degree programs launched in 2011-12. 4. Deploy an online orientation site and begin documenting its effect on retention, comparing the incoming Fall 2011 online undergraduate cohort to past Fall online undergraduate cohorts. 5. Develop a procedure to align DegreeWorks with the School's undergraduate academic programs. 6. Increase course evaluation return rate by 5%. Use results to improve teaching. 7. Define means to ensure increased completion rates in capstone courses. 			

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Improve Student Success	5. Improve postgraduate outcomes	5.1 Professional preparation programs will improve or maintain high numbers of successful graduates 5.2 Job and education rates for graduates will increase	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			
<ol style="list-style-type: none"> 1. Build the Career Services Office that was established in spring 2010 by: <ol style="list-style-type: none"> a. Identifying new employer relationships and building on present connections to increase direct referrals. b. Working with the developers of new SPS programs to highlight career opportunities for these potential graduates. c. Creating tools for use in determining career options for each program at SPS. 2. Hire a Director of Alumni Relations and Development. 3. Build on the Alumni Relations and Development structure that was established in 2010-11 by: <ol style="list-style-type: none"> a. Surveying alumni to determine their post-graduation activity and developing a method for keeping this information current and accessible. b. Reaching new graduates via alumni communications in social media. c. Building the SPS Alumni Relations Council to represent all SPS degree programs. d. Increasing awareness and participation in the SPS Alumni Mentor Program by recruiting 5 new mentors and 5 new mentees (for a total of 30 mentors and 23 mentees). e. Expanding the presence of the Alumni Association at all SPS events, including Commencement. 			

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Improve Student Success	6. Improve quality of student 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	6.1 Student experience survey results and other data and reports on improved quality and satisfaction with student, academic, and technological support services
SPS Goals & Targets Objective 6: Improve Quality of Student Academic Support Services			
<ol style="list-style-type: none"> 1. Increase the use of ePortfolios in SPS degree programs by 50%. 2. Expand online outreach to SPS students by: <ol style="list-style-type: none"> a. Evaluate, monitor, and increase SPS presence in the social media. b. Creating a stronger SPS online presence by expanding the SPS Student Services web page and making the Virtual Campus more comprehensive. c. Determining the feasibility of a mobile-ready version of the SPS Web site. 3. Work on ADA compliance in online courses, and prepare materials and work with on-the-ground faculty to facilitate the adoption of a disability-accessible Universal Design in their classrooms. 4. Expand leadership opportunities for students by identifying leadership programs available to them both in and outside of CUNY. 5. Finalize a plan to establish student organizations at SPS, for implementation in 2012-2013. 			

Goals	Objectives	2010-2011 University Targets	Indicators
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 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges 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	7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs 7.2 TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc. 7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled
SPS Goals & Targets Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses.			
<ol style="list-style-type: none"> 1. Increase enrollment in established undergraduate online degree programs by 5% (from 858 in Fall '10 to 900 in Fall '11 and from 909 in Spring '11 to 954 in Spring '12). 2. Increase enrollment in established Master's degree programs by 5% (from 330 in Fall '10 to 346 in Fall '11 and from 368 in Spring '11 to 386 in Spring '12). 3. Maintain enrollment in grant funded programs and continue to maintain high levels of program coordination with current program partners. 4. Develop a client satisfaction assessment to evaluate the services provided by SPS to its organizational partners through grants and contracts. 			

Goals	Objectives	2010-2011 University Targets	Indicators
Enhance Financial and Management Effectiveness	8. Increase revenues and decrease expenses	8.1 Alumni-corporate fundraising will increase or maintain current levels 8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education 8.3 Colleges will improve or maintain sound financial management and controls 8.4 Colleges will implement financial plans with balanced budgets 8.5 Contract/grant awards will increase 8.6 Indirect cost recovery ratios will improve	8.1 Alumni/corporate fundraising (CAE-VSE report) 8.2 Revenue 8.3 % of budget spent on administrative services; timely deposits with university controller, and responsiveness to and resolution of accounting and external/internal audit findings and action plans 8.4 Financial health and evidence of a solid financial plan; end fiscal year with 2% or less of allocated budget as reserve 8.5 Contract/grant awards (RF Report + CUNY projects) including for research 8.6 Indirect cost recovery as ratio of overall grant/contract activity
SPS Goals & Targets Objective 8: Increase Revenues and Decrease Expenses			
<ol style="list-style-type: none"> 1. Maintain the School's portfolio of grants and contracts, valued at the close of fiscal year 2010-2011 at \$6,108,950. 2. Achieve the 2011-2012 revenue target set for SPS by the University Budget Office. 3. Maintain a 93% collection rate across all degree, non-degree, and non-credit programs. 4. Maintain a baseline percentage of 28% of SPS expenditures on Administrative Services in FY11. 			

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Enhance Financial and Management Effectiveness	9. Improve administrative services	9.1 Colleges will make progress within a declared capital campaign 9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges 9.3 Colleges will improve space utilization 9.4 All colleges will improve Risk Management on campus 9.5 All colleges will make timely progress on CUNY FIRST implementation 9.6 Each campus should have a functioning campus sustainability council with broad representation from the campus community, and have a recognized, multi-year campus sustainability plan	9.1 Evidence of declared capital campaign with fund-raising goal (through FY15), campaign chairperson, vision/case statement, and detailed plan by FY11 9.2 Surveys of student satisfaction with nonacademic administrative support services 9.3 % of instruction delivered on Fridays, nights, weekends; space prioritized for degree and degree-related programs 9.4 Evidence of improvement including the implementation of the <i>Environmental Management System</i> and its integration with the campus Risk Management Plan 9.5 Evidence of timely progress such as responsiveness to help desk tickets, following the established escalation process, holding monthly campus team meetings, and releasing employees to attend training 9.6 Progress toward a 10-yr plan submitted to sustainability task force
SPS Goals & Targets Objective 9: Improve Administrative Services			
<ol style="list-style-type: none"> 1. Collaborate in the University's efforts to establish a unified facility for SPS. 2. Evaluate and realign the operational infrastructure to improve and expand administrative support for SPS, making recommendations for additional staffing lines as necessary. 3. Implement the initial five-year plan of the Alumni Relations and Development Office and reach a second-year fundraising goal of \$20,000. 4. Establish an operating budget for the Alumni Relations and Development Office. 5. Participate in work teams and training sessions in support of the University's CUNYFirst implementation. 			