

**The City University of New York Performance Goals and Targets
2011-2012 Academic Year**

Goals	Objectives	2011-2012 University Targets	Representative 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
	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
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 on 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 a C or better 3.4 1-yr. retention rates by underrepresented group status and gender; for all students, % of credit hours attempted that are earned by underrepresented group status and gender (Fall semester) 3.5 Evidence that faculty are assessing student learning, using results to make improvements, and documenting the process
	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 70 th 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

	5. Improve post-graduate outcomes	5.1 Professional preparation programs will improve or maintain the quality 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
	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	6.1 Student experience survey results and other evidence of improved quality and satisfaction with student, academic, and technological support services
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 Pipeline programs, transfer credit acceptance, e-permit, and joint programs, etc. 7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled
	8. Increase revenues and decrease expenses	8.1 Alumni-corporate fundraising will increase 10% 8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education 8.3 Colleges improve or maintain sound financial management and controls 8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities 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;-responsiveness to accounting and external/internal audit findings 8.4 Financial health and evidence of a solid financial plan; end fiscal year with 1%-3% 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
	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 compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws 9.5 All colleges will make progress on CUNYfirst implementation 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	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 compliance, including, but not limited to, affirmative action, re/appointments, academic integrity, IRB, conflicts of interest, environmental health and safety, and campus Risk Management plans 9.5 Evidence of timely progress organizing a CUNYfirst team, training employees, communicating effectively, and implementing CUNYfirst 9.6 Evidence of progress implementing multi-year sustainability plan measures