2013 GOALS FOR THE CITY COLLEGE OF NEW YORK

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.

   - The Sophie Davis School of Biomedical Education will address all issues listed in the citation and will provide the additional information requested by the Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) by July 2012.
   - The College will submit its Periodic Review Report to the Middle States Commission on Higher Education by June 1, 2013.
   - The Department of Psychology will receive reaccreditation by the American Psychological Association.

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

   - The College will increase the number of applicants for National Scholarships and Fellowships by 10% and will implement a method to track applicants.
   - The College will sponsor 4 major exhibits/performances/events that will be open to both the college community and the Harlem Community.
   - The College will increase the number of the Presidential Community Scholars to a total of 20 undergraduates.
   - The College will have a 10% increase in programs at Aaron Davis Hall to foster an improved relationship with the Harlem 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.

   - The College will expand assessment to three new General Education courses and continue to share findings with departments to inform pedagogy.
   - The College will establish a new academic department responsible for accreditation and program reviews, will develop a new program review schedule for departments and will establish processes to implement recommendations made from the reviews/accreditation organizations to make curricular decisions and to incorporate into the College Strategic Plan.

   1.4 Colleges will use technology to enrich courses and improve teaching.

   - The College will increase number of hybrid/online courses offered by 20% to 68.
   - The College will develop a new on-line MA program in International Education and Policy.

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.
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- The College will implement year 2 of its strategy to increase the number of full-time faculty by 20% by September 2015 with a target of 20 new faculty hires.
- There will be a 10% increase in participation in CETL workshops, increasing from 1240 to 1400 faculty members.
- A new training and development program will be designed and offered to all new faculty as part of their orientation to the College.

2.2 Increase faculty research/scholarship.
- The number of faculty publications will increase by 3% to 1789.

2.3 Instruction by full-time faculty will increase incrementally.
- The instruction by full-time faculty will increase by 1-2%.

2.4 Colleges will recruit and retain a diverse faculty and staff.
- The President’s Council on Inclusion and Excellence will issue their recommendations and the College will develop the implementation plan and timetable.
- Of the new full-time faculty hires, 30% will be URM and 30% will be female.
- A plan for tracking and improving faculty retention will be implemented using baseline data, including the use of exit interviews for faculty.

3. Ensure that all students receive a quality general education and effective instruction

3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative.
- The College will develop FIQWS offerings tailored to Pathways outcomes, along with both new and restructured general Education science courses for non-science majors.
- Through Writing Across the Curriculum and Title V, about 500 grant-impacted students will score 5% higher on the Comparative Reading Analysis portion of the College Writing Assessment and approximately 1,000 – 2,000 students will score 5% higher on the Comparative Reading Analysis portion of the College Writing Assessment.

3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.
- The average increase in basic skills test scores after the summer immersion program will increase by 3 – 5%.
- The number of total credits earned of those attempted by SEEK students will be maintained or improve slightly.
- The number of total credits earned of those attempted by ESL students will be maintained or improve slightly.

3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.
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- The College will develop two-course language-intensive, content-rich learning communities to be offered in the second and third semesters which will build on the Freshman Inquiry Writing Semester.
- The percentage of students passing freshman composition and Gateway mathematics with a C or better will increase to 93% and 76%, respectively.
- The percentage of first time SEEK freshmen in good academic standing at the end of the year will increase to 82% from 80.5%

3.4 Colleges will reduce performance gaps among students from underrepresented groups.

- The performance gaps among students from underrepresented groups will be within ± 1%.

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

- The assessment of the new General Education courses will be used to inform pedagogy.
- CCNY will continue to meet CUNY’s institutional participation goal for the Collegiate Learning Assessment (CLA) by testing 100 freshmen in fall 2012 and 100 seniors who entered CCNY as first-time freshmen, in spring 2013.

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.

- The College will implement block scheduling for key General Education offerings for first year freshmen so as to avoid bottlenecks.
- The 4-year curriculum matrices will be easily accessible to students via the revised City College website; students will be asked to print their record from DegreeWorks and meet with an advisor once a year regarding progress to graduation.

4.2 Retention rates will increase progressively.

- The one year retention rate will be 87% for the fall 2012 cohort.
- The two-year retention rate will be 75% for the fall 2011 cohort.

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

- The 6 year graduation rate for first time full-time freshmen will be 50% for the 2011 entering freshmen cohort with only marginal increases in the first few years
- The 6 year graduation rate for students participating in athletic programs will increase to 40% for the 2006 cohort
- The 4 year graduation rate will increase to 11% with a goal of 15% for the 2011 cohort.

5. Improve post-graduate outcomes.

5.1 Professional preparation programs will improve or maintain the quality of successful graduates.
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- The College will maintain an overall pass rate of 98% or above on NYSTCE exams, including LAST, ATS-W, and Content Specialty Tests.
- SDSBE will increase the pass rates for students' 1st attempt on the USMLE Step 1 Exam from 73% to 85%.
- Scores on the LSAT will increase by 10 points by 2014.
- The acceptance rate for students applying to medical school will continue at 70% or higher.
- Verbal and Quantitative results on GRE scores will each increase by 5 points.

5.2 Job and education rates for graduates will increase.

- The new STEM Career Development Institute will be implemented to improve the marketability of STEM students.
- The College will develop the infrastructure for a new and more effective professional student development institute focused on increasing student outcomes.

6. Improve quality of campus life and student academic support services.

6.1 Colleges will improve the quality of student life and campus climate.

- All support services of the Sophie Davis School will undergo review by an external review team and revised as appropriate to improve and enhance the quality and breadth of services offered.
- The College will form a new committee comprised of Student Government Leaders, Student Affairs Senior Leadership and Public Safety Leadership to discuss and resolve student complaints.

6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

- The College will implement a new software program AdvisorTRAC to improve academic advising services and will establish baseline data.
- The CCNY College Now program will deliver academic advising services to reduce the number of withdrawals by at least 15%.

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

7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

- The mean SAT scores for regularly admitted first-time freshmen enrolled in baccalaureate programs excluding ESL students will increase to 1085.
- The mean CAA will increase slightly to 88.
- Enrollment Management will implement an electronic data dashboard to support strategic planning.

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.
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- The number of transfer students from CUNY community colleges will remain at the higher level of 475 students.
- The academic advisors will partner with transfer advisors in the Community Colleges to recommend optimal course preparation sequences for popular transfer majors.
- The CCNY College Now Program will offer a minimum of 5 Cross Campus Gateway Courses in cooperation with Hostos Community College and with Bronx Community College during the 2012-2013 academic year.
- The College will develop an articulation agreement with LAGCC for EAS and with BCC for the Biotechnology program.

7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college’s mission

- The restructured pre-college programs will implement new targeted strategies to meet their enrollment targets and will track the progress of students coming through the programs.
- An Advisory Board will be established to direct the strategy for the pre-college programs to ensure the programs are appropriately used as building blocks for City College.

8. Increase revenues and decrease expenses.

8.1 Alumni-corporate fundraising will increase 10%.

- Focused alumni and corporate fundraising efforts will be undertaken in FY2013 in celebration of the Sophie Davis School’s 40th anniversary.
- A strategy to recruit development personnel focused on each of the schools/divisions will be implemented.

8.2 Colleges will make progress within a declared capital campaign.

- The College will advance to $450 million of the $500 million goal to be reached by 2015.

8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

- City College will implement aggressive strategies to achieve its revenue targets and will maintain its high collection rates.

8.4 Colleges will improve or maintain sound financial management and controls.

- City College will develop a financial training program for all chairs, deans and department heads and require all personnel with budget responsibilities to attend the training.

8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve.

- City College will end the fiscal year with 1% of the allocated budget in reserve.

8.6 Contract/grant awards will increase.

- Contract grant awards will increase 5% over the awards received in 2012.
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- The number of proposals submitted by CCNY faculty will increase 7%.
- The value of the proposals submitted by CCNY faculty will increase by 10%.

8.7 Indirect cost recovery ratios will improve.
- Indirect cost recovery as a percentage of overall activity will increase by 0.5 – 1.0%.

9. Improve administrative services.

9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.
- The College will form several new student involved committees to address student concerns and questions.
- An improved orientation program will be implemented.
- The College will restructure the Student Career Center to provide training and development to students beginning freshmen year.

9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.
- The percentage of FTEs offered on Fridays, evenings or weekends will increase to 45%.

9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.
- HR will develop a new training initiative campus-wide to disseminate labor law changes and keep the campus informed of policies and procedures and will hold regular HR Coordinator meetings with administrators.
- The offices of Campus Planning & Facilities Management and Finance and Administration will develop strategies and a cost analysis to correct any deficiencies that have been identified.

9.4 All colleges will make progress on CUNYFirst implementation
- City College will implement the following with respect to CUNYFirst: expanded mass reappointment functionality; manager self-service for chairs, deans and authorized personnel; and improved data reporting structure and reports. In addition, expanded training will be provided to chairs, deans and authorized administrators.

9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.
- The offices of Campus Planning & Facilities Management and Finance and Administration will meet bi-monthly to ensure business continuity plans are in place and updated as necessary.
- Strategies to reduce energy consumption will be identified and manageable pilot projects will be initiated to evaluate long term effectiveness and associated costs.
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- Landscape and site work projects will be identified and implemented to reduce storm water runoff in conjunction with the CCNY School of Landscape Architecture.