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

Accreditation reviews: Middle States - Periodic Review Report will be submitted for Spring 2013 review, documenting progress on both general education and assessment of student learning, the two areas of concern. ABET - As preparation for the 2014 review continues, all six programs will submit to dean and provost documentation of the changes prompted by the continuous quality improvement process.

Departments: Successful accreditation visits will be held for Vision Care Technology (Commission on Opticianry Accreditation), Law and Paralegal Studies (Commission of the ABA’s Standing Committee on Legal Assistants), and Nursing BS (National League for Nursing Accrediting Commission). Human Services self-study submitted to the Council of Standards for Human Services Education. Advertising Design/Graphic Arts Department will complete self-study and plan, including milestones, for NASAD accreditation process for the Advertising Design program.

New programs: New BS programs in Math Education, Biomedical Informatics, and Radiologic Sciences will be implemented; the BS in Radiologic Sciences matriculates its first cohort of 20 students this fall, while Math Education and Biomedical Informatics will develop effective recruitment strategies and enroll their first cohorts. BTechs in Construction Engineering Technology and Electrical Engineering Technology will pursue and receive approval from the Office of the Professions and begin to enroll students.

Concentrations in African-American Studies and Physics will be launched. The full proposal for a BS in Professional and Technical Writing will be submitted for approval. LOIs will be circulated for bachelor’s programs in Occupational Health and Safety, Business (fashion marketing), Chemical Technology, generic Nursing 1-2-1 (a program in which students will do general the first year and clinical work in years 2 and 3), and Applied Computational Physics.

Curricular Review process: In spring 2012, the College Council Curriculum Committee approved new materials and procedures designed to expedite the curricular review and development process; these will be employed, with appropriate faculty development, in 2012-2013. Major Curriculum reviews and updates will be implemented in ARCH; reviews will be approved for Graphic Arts, and completed in CET.

New Courses: The Humanities Dept. will propose sequences directed towards professionally oriented foreign language study and courses for heritage speakers. Course proposals will be offered from at least 10 other departments to update and advance their curricula and implement Pathways requirements.
1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community

**Use of grants/external funding:** Existing NSF REU, NSF Opportunities for Enhancing Diversity in the Geosciences, and NSF-ATE grants will continue to create expanded research opportunities for both students and faculty, and new grants will expand the range of those opportunities in STEM areas. For example, an NSF-TUES grant will develop a Center for Performative Design and Engineering Technology and partnerships with City College’s Crest Center will increase the number of students engaged in research. See 3.1 for grant impact on effective instruction.

**Early College high schools:** City Tech’s early college high schools will prove to be successful feeders into technology programs. Both schools serve a limited unscreened population, thus demonstrating the effectiveness of college/ K-12 collaboration. City Poly, which opened in 2009, will have at least 60% of the first cohort enrolled full time at City Tech. P-TECH (Pathways to Technology ECH), a partnership with the NYC DOE, CUNY, and the IBM Corporation, which opened in September 2011, will have accelerated students from the first cohort taking their first college technology course this summer, and at least 60% taking a college course in the fall.

**Community-based organizations:** With the addition of Harlem Children’s Zone to the roster of collaborating CBO’s, over 100 students will be participating in supported activities.

**Advisory Commissions and Industry partnerships:** Following the successful model developed in ADGA, two additional departments in The School of Technology and Design will revamp their Industry Advisory Councils. The partnership with the Brooklyn Navy Yard that supports student internships in their administrative offices, piloted this year with grant funding from I-cubed, will be institutionalized. Because of the essential relationship of internships to City Tech’s signature hands-on pedagogical model, the College will undertake a major initiative to coordinate and improve internships overall.

1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation

**Program reviews:** Program reviews will be completed in Environmental Control, Biological Sciences, Social Science, Entertainment Technology, and Business. Environmental Control and Biological Sciences have completed self-studies. External reviewers will visit in the fall, with recommendations implemented beginning in the spring. Social Science will revise and complete its draft self-study. Entertainment Technology and Business will complete self-studies in the fall. All three will schedule external reviews in the spring and begin implementation of recommendations in 2013-14. Departments scheduled for review in 2013-2014 will participate in workshops to facilitate the process.

**Following program reviews:** HSA will develop a five-year plan, including extensive curriculum revision. African American Studies will follow its hiring plan, and complete its assessment agenda. Graphic Arts will complete its curriculum update. ESOL will continue its academic support activities and begin curriculum changes.
ICIS: College will train involved faculty in the use of the Integrated Course Information System (ICIS), a program developed by our Office of Assessment and Institutional Research. It will speed actions on curricular reform and facilitate transmission of proposed changes to the Chancellor’s University Report.

1.4 Use of technology to enrich courses and teaching

Hybrid/ Online classes. Online instruction, especially hybrid instruction, will continue to grow by another 2% and the emphasis on quality will continue, with the certification of online professors and the availability of more advanced workshops. Student evaluation of online classes will be piloted. A second CUNY Hybrid Initiative grant was awarded to 3 professors in spring 2012. They will work with iTec on using rich media in their introductory college freshman courses. Findings will be presented to other faculty members, and the professors will also mentor other professors.

Eportfolio: ePortfolio will be used to promote integrative and interdisciplinary knowledge, as students learn how to make connections between their best work in different courses throughout their college career and reflect on how to apply that knowledge to their chosen field. Students will also develop ePortfolio into a career portfolio in their final year of college. Professors involved in the Title V project who participated in the pilot will work with iTec to guide others in their departments in the use of ePortfolios. At least five departments will make intensive use of ePortfolios.

Professional development: iTec will offer faculty over 35 workshops and walk-in clinics, as well as its online seminar. Targets: Provide support for implementation of Blackboard 9 (100+ faculty); Expand faculty use of additional tools for online learning and research (50+ faculty). iTec continuously uses surveys to assess and improve workshops.

High-end technology: Technology use is evolving and expanding in fields as divergent as nursing and architecture. The College will continue to invest in both equipment and professional development to enable faculty to use the new tools and integrate them into their curricula. In health-related majors, almost every field will incorporate new technology: Dental Hygiene will implement a new digital records system; simulations will play an increasingly important role in Nursing, as will inter-professional simulations between Nursing and Rad Tech; Restorative Dentistry will acquire new CAD equipment. In the School of Technology and Design, the renovation of Voorhees Hall will increase the ability to utilize new and changing fabrication technologies.

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

Hiring – Strengthening the faculty remains a major priority and the College has targeted the addition of thirty new faculty members in 2012-2013 while continuing to focus on enhancing faculty diversity.

Orientation-The new orientation program developed in 2011-2012 by a faculty committee will be in place for Fall 2012 hires. A new online handbook for both full-time and part-time faculty will be launched in fall 2012.

Personnel Practices- Following the implementation in 2011-2012 of new forms and procedures for evaluating untenured faculty, the College P&B has adopted related materials for promotion, which will
be fully implemented in 2012-2013. As with the reappointment and tenure materials, the goal is improved clarity of expectations, transparency of process, and shared understanding across the various constituencies. Orientation sessions will be held for department chairs, appointments and peers committees, as well as interested faculty.

**Faculty Commons**-- This year, the Professional Development Advisory Council (PDAC), which oversees travel allocations, sponsors the annual Scholar on Campus award, and serves as the advisory committee to the Commons, will be reconstituted to play a more active role in the programming for the Commons, drawing on data gathered from constituent events to determine priorities and set new directions.

**Adjunct Professional Development**-- The Faculty Commons, Assessment and Institutional Research, and the Library have piloted professional development opportunities for adjuncts, including a new adjunct orientation and increased access to professional development programs. At least 50 adjuncts will participate in 2012-2013. An additional 30 adjuncts will participate in Living Lab and I cubed events. Complementary departmental efforts will include new orientation/ information, strengthened course coordination, and more uniform assessment practices and standards in at least one third of departments.

2.2 Increase faculty research/scholarship

In addition to a 5% overall increase in peer reviewed faculty scholarship, the college will see continued improvement in other indicators of quality (e.g., the number and percentage of departments reporting scholarly and professional productivity, publications in journals with higher impact factors, improved citation indices). To support research and publication in career fields, where these activities may be less often the norm, the School of Professional Studies will foster inter-professional projects leading to grant applications, curriculum improvements, and presentations and publications. Although the long-anticipated new building scheduled to start construction this year will have good facilities for faculty research in Biology and Chemistry, current facilities are extremely limited, especially in Biology. The College will update the current research space in the interim, and continue to work with faculty to support off campus research opportunities.

2.3 Instruction by full-time faculty will increase incrementally

The College will continue to add full-time faculty strategically, as resources permit, so that the percentage of instruction delivered by full-time faculty will continue to improve incrementally toward a target of 50%.

2.4 Colleges will recruit and retain a diverse faculty and staff

City Tech will continue to address underutilization by identifying areas where faculty diversity is needed and employing proven recruitment strategies to further enhance the College’s record with regard to diversity hiring.

**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 within framework of Pathways Initiative
**General Education/ Pathways:** City Tech’s Gen Ed Committee has proposed a new structure and set of gen ed requirements, which will be submitted to College Council in September. The City Tech Common Core encompasses the Pathways requirements, as well as addressing the needs specific to students in a college of technology.

The College is on track to complete its approved Pathways plan, so that all approvals will be in place and students entering in fall 2013 will have the full benefit of Pathways. Most existing gen ed courses will be approved this summer, with new courses and adjustments to degree requirements approved in the fall. Nursing and Business, the two departments with University designated large transfer majors will revise designated courses as needed to fully align with University requirements.

Supporting the development of pedagogy for general education, the Title V Living Laboratory Project will offer its third faculty seminar, as participants from the first two years continue to engage their departmental colleagues in embedding general education in the majors. In 2012-2013 an additional 36 faculty members will be added, bringing the total number to 90. The OpenLab digital platform that facilitates connections within and across classes and disciplines will gain another 500-750 students users, bringing that total to 2500+. The Center for the Study of the Brooklyn Waterfront, a third component of the grant, will obtain at least $50,000 in external funds as a match for endowment funds available from NEH.

Supporting general education and the implementation of the Pathways Common Core, AIR is overseeing the posting of all course outlines, including course content and appropriate gen ed learning outcomes. Assessment for Learning will complete the first cycle of assessment of gen ed learning outcomes, implement the second—piloted in spring 2012, and develop rubrics for the third. Rubrics and strategies have been developed for college-wide assessment of general education outcomes.

**Effective instruction:** City Tech is using grant funding, especially Title V and NSF funds, to implement demonstrated high impact practices in course design and instruction. In addition to Learning Communities current efforts focus on a range of active learning strategies, including:

**Undergraduate research (UR)/ mentoring**— In 2012-2013, the goal is a modest increase in the number (296 to 325) of undergraduates engaged in research, with an accompanying focus on quality. Guidelines will be established for several levels of UR, funds will again be designated to support student travel to conferences, and faculty development for mentoring will continue. We expect to see a 5-10% increase in the number of student presenters at regional and national conferences (n=17 in 2011-12) and a corresponding increase in awards (2 Best Paper awards in 2011-12).

**Active Learning/ Lab improvement** — With the assistance of NSF funding a two-course sequence in Environmental Science was developed last year and will be implemented as part of Pathways, providing students with interdisciplinary hands-on field experiences. Following a comprehensive survey of lab instructors and students in science and technology departments, I-Cubed is undertaking several projects designed to improve instruction in science, including a cross-departmental case-study development project, which will result in at least 10 case-studies, and a weekend workshop in lab improvement for 12-14 biology and chemistry instructors, along with students.

**Travel and internships**—At least three new relationships, following University guidelines, will be developed this year, to expand opportunities for international experiences in hospitality, architecture,
and one other field. Efforts will be expanded to inform students about internships, support the application process, and prepare students for internship experiences. Departmental internship programs will be supported by professional development for faculty coordinators, improved guidelines, and systematic evaluation.

3.2 Colleges will improve basic skills and ESL outcomes to prepare students for success in remedial and credit-bearing courses

City Tech has in place several practices that contribute to the high rate of students who have completed remedial requirements by the 30th credit and are successful in gateway and other credit-bearing courses. For many years the College has required students to take needed remedial courses, and has not permitted registration beyond the 12th credit unless they do so. Remedial courses in both English and math take a developmental approach, so that while they prepare students for testing, it is in the context of work that prepares them for the curricular expectations that lie ahead. Not surprisingly, we consistently see the strongest performance across the board from students taking upper level remedial courses in the Summer Immersion, with performance declining for students moving from lower to upper level remediation, and declining further for repeaters. In order to target instruction more specifically, AIR will provide data on the performance of these different groups in both the remedial courses and those that follow. Strategies for success will be developed using these data.

**Developmental Math:** The pass rate overall of 36.9 for Fall 2011, while lower than desirable, is the highest in the past five years, suggesting that the strategies employed have been successful: focusing on upper-level developmental students (MAT 065 and above) from multiple perspectives, reviewing the course configuration, pedagogy (including computer-based and online support), student engagement, and planning for success in the next course. A further increase of the pass rate in the gateway Math courses, especially MAT 1175, for students who completed the remedial sequence, would be another indicator of success. The goal is another 4% increase for exit from remediation and a corresponding increase at the MAT 1175 level for students who completed remediation in the previous semester.

**Developmental Reading and Writing:** The pass rate for reading remains the highest in CUNY although it declined from the previous year. In writing, there was also a decline (although not to previous low levels). Workshops aimed at repeaters have had inconsistent attendance. We believe that pursuing professional development strategies that have been put in place for faculty will lead to more sustained success over time, at least for students with initial placement in the top level course and those coming from the lower level course, with a goal of 45% for 2012-2013. At the same time, we will look for continued improvement in the gateway English course, which will rise to 88% passing with C or better.

**CLA Target Sample:** AIR will collaborate with the Office of Testing to ensure that an appropriate student sample takes the CLA. AIR has a strong record of getting student response for the NSSE and other initiatives, using multiple modes of communication including posting, emails, course announcements, and Student Government collaboration.

3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study  See 3.2 above.

3.4 Colleges will reduce performance gaps among students from underrepresented groups
In line with a National Science Foundation Initiative to broaden participation in STEM, City Tech will pilot strategies demonstrated to be effective in reducing “Stereotype Threat,” a significant factor in underperformance by URMs, including women and Black and Latino/a students. The pilot will be a controlled study in five STEM departments.

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

All departments participate actively in assessment, both of their own designated Critical Courses and general education. In preparation for the Middle States Periodic Review, AIR will prepare a summary report of changes and improvements resulting thus far from our Assessment of Learning Initiative. Gen Ed assessment, as noted in 3.1, is well integrated with the revision of the gen ed curriculum and the Title V grant. The AIR website is a valuable resource for faculty working on assessment.

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

All departments with majors have reported on targets for retention and graduation. Results appear mixed but are difficult to interpret over a single year-to-year period. Current strategies include structural changes, improvements to advisement and academic support, and analysis of data from course assessment to address critical learning outcomes. A major investment will be made in student advisement adding at least four new academic advising positions and improving coordination between Enrollment/Student Affairs and each school.

4.2 Retention rates will increase progressively

Instructional improvements and strategies put in place over the past two years, including the elimination of obstacles that discourage rapid progress toward the degree, are expected to produce positive effects. For Liberal Arts, Computer Science, and Chemical Technology, the only AA/AS programs at the College, the % of graduates transferring directly to bachelor’s programs within CUNY (for 2008-9 graduates - 47.3%) will increase by 3% over 2 years. One-year retention of baccalaureate students shows a pattern of gradual improvement, and will increase from the current 77.3% to 79%. Similarly, the gradual rate of increase in one-year retention of associate degree students will move the current 65.3% to 67% over the next two years.

[Given the 2+2 nature of all but a few baccalaureate programs, the number of first time, full time freshmen entering baccalaureate programs at City Tech remains extremely low, numbering only 26 students in fall 2011 (Applied Math, 5; Career and Technology Teacher Ed, 3; Entertainment Technology, 9; Emerging Media Technology, 9). The common path for the large and growing number of baccalaureate students is through progression from the corresponding associate program or through external transfer.]

The one-year retention rate of transfers into baccalaureate programs tracks consistently with that of other comprehensive colleges, and above that at senior colleges. The College will raise that rate at least one percent per year in each of the next three years through application of the University’s General Education Common Core Initiative, continued strong advising of transfers and the completion of additional articulation agreements, to assure that students are able to make progress toward completion. The one-year retention of students in associate degrees is at its highest point in five years. It
will be maintained or enhanced through improvement in gateway courses, enhanced advisement and greater attention by academic departments to meeting their established retention targets. This rate will improve 3% over the next two years.

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

Improved graduation rates remain a challenge, although instructional improvements, enhanced departmental efforts, and a focus on improving advisement across the board, have had some impact. Six-year graduation of baccalaureate students has more than doubled over five years, and will increase from 23.5% to 26% over the next two years. Over the past five years the six-year graduation rate of associate degree students has gradually increased from 19.8% to 21.7%. Over the next two years that percentage will increase to 24%, tracking University averages.

5. Improve post-graduate outcomes

5.1 Professional preparation programs will improve or maintain the quality of successful graduates

City Tech will continue to meet its consistently high pass rates on certification/ licensing requirements Nursing, Dental Hygiene, Rad Tech, Career and Technical Teacher Education, and Vision Care Technology will maintain or improve current high performance. NUR will be at a minimum 90% first-time pass; DH will be minimum 95% first-time pass; VCT will average 85% on ABO and 90% on NCLE first time pass rates. RAD will average 95% pass rate.

With an increasing number of baccalaureate graduates, a significant number of whom seek to enroll in graduate and professional programs, the College will coordinate its various existing efforts (including BMI, Honors Scholars, and departmental efforts) to support applications for post-baccalaureate study and improve success on graduate/professional school exams. Baseline gathered this year will inform future priorities.

5.2 Job and education rates for graduates will increase

An alumni survey designed by the Development Office and AIR is online. Departments added items that provide information for tracking post-graduate outcomes. Alumni will be invited to participate via email and regular mail. Data collected will be used to meet requirements of accrediting bodies such as ABET, will assist departments in decision-making, and together with data available from our Career Services Office will be assembled in Raiser’s Edge, our constituent database, as a starting point for construction of a career network connecting recent graduates with alumni, aided by an on-going series of alumni networking events.

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

6.1 Improve the quality of student life and campus climate

Staff will be added to the Women’s Center and programming will be enhanced. The new open lab being developed in the Voorhees Building will provide additional high-quality study space. Space used by students who work on the student newspaper will be rehabilitated. The opening of our redesigned cafeteria will provide valuable relaxation space, aside from its most obvious benefit. External funding is being sought to extend services in our childcare center. Student Affairs will continue the Think Globally,
Act Locally campaign it is using to promote a sense of campus pride. These efforts will track with overall measures of student satisfaction.

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

**Technology Services:** A new facility within the Student Welcome Center will be provided for the help desk, the first line of support for student technology needs. A satellite station will be maintained in the Voorhees Building. Student handouts and online resources about available technology services will be created and disseminated in workshops and online.

**Academic Support Services** Several areas—Technology Enhancement Center (TEC), the Library, and the College Learning Centers routinely use survey data from students to inform decisions about services.

**Technology Services:** iTEC, in addition to extensive services for faculty, will offer approximately 20 Blackboard, MS Office, and ePortfolio workshops to students, as well as creating handouts for the latest versions of Blackboard and ePortfolio. They will also conduct class orientations for ePortfolio as needed. They continue to improve services at the heavily used G600 TEC laboratory.

**Library:** The Library expanded its hours during the final exam periods in 2011–2012, to positive response and increased usage. This year, it will look to expand hours across the board and increase outreach to students. The Library continues to expand its creative and energetic efforts to offer services through a variety of modalities, face-to-face, print, and technology. This year will see continued development of a mobile version of their excellent website, with access to electronic resources as available and continuation of an enhanced reference service, with research assistance available via phone and email. The Library will also create a Reference Assistance Checklist to help students follow up effectively on reference transactions.

**The College Learning Centers:** Baseline data for assessment of services have been established and will be used going forward. An active program of departmental liaisons fosters more effective collaboration with departments. As a result, the Centers have more updated course material and software and a mechanism for identifying tutors for areas in demand. This year, facilities in the Tech Learning Center will be reconfigured and upgraded to include greatly increased access to software used in courses.

**Academic Advisement:** At least two new academic advisors will be added to the Student Advisement Center, and two advisors will be based in academic departments to enhance the connection between the Center and advisement that occurs in the departments.

**Veterans:** The College currently has a dedicated position overseeing the certification and registration of the College’s veteran population. A new position in the Counseling Center will oversee efforts to implement a team approach - bringing together staff from all service areas - to assist in addressing the often complex issues that veterans face. Starting in fall 2012 the College will implement the new Federal “Principles of Excellence” program.

The Noel Levitz survey will be used to establish baseline data in student service areas and subsequent administrations will allow the College to track progress on student satisfaction issues.
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 and not exceed established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise

The College will meet its established enrollment target and not exceed its cap. Advertising will emphasize transfer opportunities and under-enrolled programs and will provide a focus on new programs at the baccalaureate level. As the number of first-time full-time freshmen in baccalaureate programs increases, mean SATs and CAAs will continue their pattern of improvement.

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges

Articulations and other relationships: Pathways will simplify articulation for students in Liberal Arts and large transfer majors such as Business and Nursing. Because of City Tech’s large number of programs unique or limited in CUNY, however, additional attention is needed in these areas, especially AAS to BTech or BS programs. All AAS programs and BTech/BS programs will review and update existing articulation agreements and will develop new agreements with all appropriate CUNY programs where there is not a current agreement. New degree proposals will include articulations (or dual degrees) with all appropriate CUNY degree programs, including master’s programs.

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

College Now will continue to meet or exceed its enrollment targets. At the same time, with new leadership, the program will focus on improving instruction through expanded professional development and structured observations of CN instructors by full-time faculty. The program will seek to improve successful completion by 3%, to 85%.

Other Collaborative Programs and High School Partnerships: The College will continue its commitment to increase the pool of well-prepared applicants who are also well informed about City Tech’s unique programs. In addition to our two early college high schools partners and College Now, the College’s efforts include both departmental and grant-funded programs. Construction, Architecture, Vision Care, and Restorative Dentistry, and Advertising Design and Graphic Arts work especially actively with high schools. Grants from NYSED (STEP) and the NSF (ATE Mechatronics and FuseLab) bring students to the campus for accelerated study in math and hands on experiences. Student robotics teams will continue to be successful in regional and national competitions.

Continuing Ed: The Division of Continuing Education both complements and augments the College’s mission by providing pre-college and post-degree classes, as well as a wide range of workforce related programs in fields where the College has expertise. Offering both tuition-based courses and grant and contract-funded programs, the Division will once again meet or exceed 95% of its enrollment targets. A major effort for this year is the implementation of a large ($3.4 million over 3 years) US Department of Labor grant in advanced Green Manufacturing.
8. Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising will increase 10%

Given the number of gifts and grants in the pipeline, the anticipated launch of the major gifts campaign and a new, highly targeted approach to annual giving being piloted, we anticipate an increase from last year’s approximately $900,000 to approximately $1,500,000.

8.2 Progress within a declared capital campaign

A Foundation Board retreat in late September will mark the launch of the silent phase of the major gifts campaign.

8.3 Each college will achieve its revenue targets including those for Adult and Continuing Education

Through its highly effective collection procedures and sound management, the College will meet its revenue target. The college will increase revenues from its auxiliary enterprises by 3%.

Continuing Education: Continuing Ed will Increase Divisional revenue target by 2% inclusive of CSC tuition, vouchers/grants and contracts (target $6,073,292). In addition to expanding programs, the Division will restructure payment plans on high cost programs to collect at least 60% of tuition in the first of two payments and strengthen collection of receivables, working closely with the Business Office to become more efficient.

8.4 Colleges will improve or maintain sound financial management and controls

The College will maintain its highly effective financial management and control. The percentage of budget spent on administration will remain the lowest among CUNY’s colleges.

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

The College will end the fiscal year with a budget reserve between 2 and 3 %.

8.6 Contract/grant awards will increase

Contract/grant awards: Grant and contract awards have increased steadily from $ 6.13 M to $ 7.46 M from 2009 to 2011. During 2011-12 College figures suggest a total of $ 13.1 M as a result of several major awards. As some of these major awards will not be repeated in 2012-13, the College is targeting a minimum of $8.0 M in grants and contracts for the next year.

8.7 Indirect cost recovery ratios will improve

The College will maintain or increase its current indirect cost recovery ratio, which has risen each of the last two years.

9. Improve administrative services
9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges

Progress on infrastructure projects will improve student satisfaction with administrative services, as will streamlined web-based services in areas such as the Registrar. A redesigned student cafeteria will also enhance student satisfaction. The Namm Elevator replacement project and the Bathroom Renovations will be launched. CIS web site will be revamped and made more user friendly. Infrastructure upgrades and ways to increase the capacity and speed of our network will be implemented, all enhancing student access.

9.2 Colleges will improve space utilization

College will continue its long-term trend of expanding early morning offerings and laboratory usage during the weekend. Shifts, where possible, of College Now and other peripheral programs to under-utilized times will allow for more effective overall space utilization. Percentage of overall instruction, including peripheral programs, will increase or remain high.

9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws

**Environmental Health & Safety:** Following well-established precedent, lab safety training will be conducted in the fall for science and relevant technology departments. Periodic inspections will be conducted. NYC Fire Dept C-14 COF records will be maintained and applications facilitated. Health and safety staff will complete implementation of the online chemical inventory. Monthly laboratory safety inspections will be conducted, right to know program will be expanded, CUNY Tobacco-Free Policy will continue to be implemented and all Buildings and Grounds employees will be vaccinated for hepatitis.

**Human Subjects Protection Program / Research Conduct:** As research activity has continued to grow, both the education and review activities related to Human Subjects Protection have kept pace. Cty Tech participates actively in the new CUNY IRB structure, as well as providing training and a timely response for exempt and expedited protocols submitted by faculty, students, and staff. The grants approval process now requires a pre-submission research determination. The College will reach 100% compliance with the University’s new requirement for training in research conduct.

**Academic Integrity:** The structure has been changed to comply with updated University policy. Procedures meet the stipulated time frame.

**Student Travel:** Academic Affairs and Enrollment and Student Affairs are collaborating to ensure that all student travel complies with University policy, as will all international study programs.

9.4 All colleges will make progress on CUNYfirst implementation

The College will continue its preparation for CUNYfirst implementation. As the rollout of student systems approaches an outreach campaign to inform all College constituencies will be deployed. The college’s Help Desk will be prepared to provide support for the CUNY first conversion.

9.6 Progress on goals and initiatives identified in multi-year sustainability plan

The College has a functioning Sustainability Council and will continue to implement its multi-year plan.