The City University of New York Performance Goals and Targets  
2011-2012 Academic Year  
Goals  
Objectives  
2011-2012 University Targets (with Representative Indicators)  
Macaulay 2010-2011 Targets

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 (Documented results of all accreditation reviews)
   • Collaborate with Macaulay campus partners and with central university administration on campus accreditation reviews as appropriate.
   • Create plan for external review of Macaulay (estimated for 2013)
1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community (Recognition/validation from various external sources)
   • Complete strategic plan.
   • Develop timeline and priorities for implementation of strategic initiatives.
   • Engage public relations firm and develop communications plan.
1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation (Evidence of making academic decisions informed by data, including shifting resources to University flagship and college priority programs)
   • Develop standard data set for future annual PMP reviews
   • Develop program review for Macaulay Advisory Council
   • Complete learning outcomes for seminars #2 and #4 and integrate into new faculty orientation sessions.
   • Initiate assessment plan for attainment of key learning outcomes for each seminar.
1.4 Use of technology to enrich courses and teaching will improve (Reports of courses with a significant technology component and self-reports by colleges):
   • Grow the integration of technology in the Macaulay seminars, with goal of having 60% of sections of each seminar reporting that technology is fully or partially integrated into the learning goals of the course.
   • Pilot a blended online and f2f model for at least one Macaulay seminar and assess effectiveness and satisfaction with faculty, instructional technology fellows and students.
   • Expand the content analysis pilot for deeper and more nuanced eportfolio assessment.
   • Share the content analysis assessment model with other CUNY campuses.
   • Establish baseline levels for analyzing eportfolio activity chronologically and defining usage and projects that promote the most productive use.
   • Grow eportfolio expo participation by 20%.
   • Launch Macaulay Online Encyclopedia of New York City and assess effectiveness with Seminar Two faculty and students.

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 (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)
   • Develop plan for recruitment of full-time high-quality faculty with Macaulay College Council and outreach to key deans and department chairs.
2.2 Increase faculty research/scholarship (Faculty scholarship and creative work)
• Increase research collaborations by 10%, both through our existing research program that matches interested students with faculty research agendas and through new initiatives with CUNY and other institutions that foster faculty-student collaborations.

2.3 Instruction by full-time faculty will increase incrementally (% of instructional FTE delivered by full-time faculty, mean hours taught by full-time new and veteran faculty)

• Improve learning outcomes for Macaulay seminars
  o Work with appropriate ratio of full-time to contingent faculty teaching for the honors college.
  o Issue report to College Council on guidelines for seminar teaching effectiveness
    percentage of full-time faculty teaching Macaulay seminars.

2.4 Colleges will recruit and retain a diverse faculty and staff (Faculty and staff diversity and affirmative action reports)

• Compare Macaulay faculty to CUNY faculty diversity and work with campuses to develop plan for future Macaulay faculty.
• Seek recommendations from office of affirmative action to collaborate with campus directors to attract a diverse faculty.

**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 (Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.))

• Complete an evaluation of Macaulay seminars consonant with ongoing CUNY general education recommendations
• Form a working group on outcomes assessment under the auspices of the Macaulay College Council Curriculum Committee.

3.2 Colleges will improve basic skills and ESL outcomes (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))

N/A

3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study (% of students passing gateway courses with C or better)

N/A

3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender (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))

• Analyze key metrics regarding student success of underrepresented students.
• Evaluate best practices of summer bridge programs for minority students.

3.5 Colleges will show progress on implementing faculty-driven assessment of student learning (Documented evidence that faculty are assessing student learning, using results to make improvements, and documenting the process)

• Determine faculty practices in assessing student learning. Report results to Outcomes Assessment Working Group and develop recommendations for curricular implementation.
• Upon adoption of student learning outcomes for Macaulay seminars, undertake an assessment study to determine student attainment of learning goals.

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 (% 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)

- Evaluate Macaulay GPA threshold as it affects retention and student success.
- Investigate student support referrals following mandatory advisor sessions for at-risk students.

4.2 Retention rates will increase progressively (1-yr. and 2-yr. retention rates)
- Target areas for improvement in retention rates for underclassmen
  - Identify pilot group at a campus for increased mentoring?
  - Improve retention by setting campus-based goals according to segments, e.g. City College engineering students, at-risk and underrepresented students.

4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs (6-yr. AA/AS/AAS, BA/BS graduation rates; 4-yr. BA/BS graduation rates; 4-yr. MA/MS graduation rates)
- Maintain current strength in graduation rates while focusing on at-risk students for first-year retention.
- Report characteristics and rationale for students who graduate in 5 or 6 years.

5. Improve post-graduate outcomes

5.1 Professional preparation programs will improve or maintain the quality of successful graduates (Pass rates and # of students passing licensure/certification exams)
- Target National Science Foundation Graduate Research Fellowship for increased recruitment, outreach and support activities.
- Collaborate with Baruch College to identify, recruit and support students for nationally competitive scholarships and fellowships.
- Survey recent recipients of prestigious scholarships to assess which components of the scholarship support activities they have found to be most beneficial.

5.2 Job and education rates for graduates will increase (College self-reports and surveys of graduates’ job placement rates; % of graduates continuing their education)
- Target areas to improve scores on qualifying exams such as the GRE, LSAT, GMAT, MCAT.
- Conduct a study as to students’ method of preparation for these exams, use of Opportunities Fund, and success rates.
- Identify and support most effective exam preparation programs.

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 (Student experience survey results and other evidence of improved quality and satisfaction with student, academic, and technological support services)
- Improve student retention through increased advising and mentoring.
- Evaluate relationship between residential life and student outcomes.
  - Survey students living in CUNY residential facilities for satisfaction and participation in community life.
  - Establish metrics for evaluating student satisfaction/programming.
- Evaluate opportunities for increasing co-curricular programming and 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 (Enrollment in degree and adult and continuing education programs; SATs/CAAs)

- Develop college-planning workshops for prospective students and applicants.
- Create and execute a formal marketing plan
- Explore possibility of utilizing College Week Live (virtual college fairs) as a new recruitment initiative
- Develop processing systems to accommodate the new multiple choice admissions process
- Manage enrollment in order to meet and not exceed targets

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges (Pipeline programs, transfer credit acceptance, e-permit, joint programs, etc.)

- Establish baseline for numbers of students applying for ePermits and success rate of those applications
- Compile directory of honors classes across CUNY campuses

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

N/A

8. Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising will increase 10% (Alumni/corporate fundraising (CAE-VSE report))

- Address staffing needs to increase focus on individual giving: Hire Director of Corporate and Foundation Relations to manage relationships with institutional donors.
- Increase staff time for annual giving from 20-25% to 50% by shifting responsibilities. Improve relations with alumni from the Classes of 2005-2007 affected by identity change.
- Develop culture of philanthropy as students begin Macaulay career.
- Achieve fund-raising targets of $100,000 for annual giving and $1.2 million overall.

8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education (Revenue)

N/A

8.3 Colleges will improve or maintain sound financial management and controls (% of budget spent on administrative services; responsiveness to accounting and resolution of accounting and external/internal audit findings)

- End fiscal year with 2% reserve.
- Responsiveness to external audit finding and action plans.

8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities (Financial health and evidence of a solid financial plan; end fiscal year with 1-3% allocated budget as reserve)

- Implement plan based on growth in approved funding.
- Prioritize budget to meet current enrollment needs.

8.5 Contract/grant awards will increase (Contract/grant awards (RF Report + CUNY projects) including for research)

- Target grant proposals for specific funding priorities (e.g. science curriculum, technology and learning/faculty development, retention of underrepresented student groups)
- Seek gift for curriculum development

8.6 Indirect cost recovery ratios will improve (Indirect cost recovery as ratio of overall grant/contract activity)

- Seek opportunities to include indirect costs in new grant proposals.

9. Improve administrative services

9.1 Colleges will make progress within a declared capital campaign (Evidence of declared capital)
campaign with fund-raising goal (through FY15), campaign chairperson, vision/case statement, and detailed plan by FY11)
   • Build individual giving program to position Macaulay for a future capital campaign.
   • Identify 20 new major and principal gift prospects
9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges (Surveys of student satisfaction with nonacademic administrative support services)
   • Revise survey of student services as basis for recommendations for more effective utilization of 67th Street building.
   • Report to campuses recommendations for more effective utilization of services for Macaulay students at local facilities
9.3 Colleges will improve space utilization (% of instruction delivered on Fridays, nights, weekends; space prioritized for degree and degree-related programs)
   • Report % of academic and co-curricular activities held on evenings and weekends.
9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements and applicable laws (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)
   • Risk Management plan will include focus on BIT teams
   • Complete virtualization initiative to improve disaster recovery effectiveness
   • Reassess security plan and procedures with John Jay College Staff
9.5 All colleges will make progress on CUNYFirst implementation (Evidence of timely progress organizing a CUNYFirst team, training employees, communicating effectively and implementing CUNYFirst)
   • Organize comprehensive team with emphasis on student campus solutions.
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 (Evidence of progress implementing multi-year sustainability plan measures)
   • Invite representation to members outside Macaulay
   • Conduct emergency evacuation drill and assess response to improve risk management planning.