Raise Academic Quality

Objective 1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

1.1 Support the University’s commitment to become a research-intensive institution
Increase participation by Macaulay undergraduates in high-quality research activities, presentations, and publications.

- Explore research opportunities with one non-CUNY research institution
- Pilot research interests matching program between CUNY faculty and Macaulay students; use online resources to facilitate research matches
- Create position of Macaulay Science Advisor to support undergraduate research in sciences
- Facilitate research, conference presentations, and publications for national scholarship candidates, for whom significant and rigorous undergraduate research experience is essential for success.
- Create vehicles for recognition of research achievements by Macaulay students

1.2 CUNY and its colleges will draw greater recognition for academic quality and innovation
Raise awareness of core academic assets to support recruitment, graduate success, and development, and establish Macaulay as leader in public higher education (LT). Key audiences are prospective students and their families, public and private sector employers, education leaders, donors, and legislators.

- Establish current baseline of annual press mentions of Macaulay and Macaulay administration.
- Demonstrate one or more key stories with multichannel dissemination and an effective flow of information among subject-matter experts, communications director, and University Office resources
  - Formalize procedures for alerting communications director, to potential stories
  - Standardize practices (templates, automation) for creating and distributing multichannel presentations of stories
  - Use the second CUNY Honors Opportunities Conference as focal point to demonstrate leadership in public higher education and pursue press coverage for the event
  - Leverage University Office resources to access media relationships, regional, and national channels
  - Develop a library of video assets that can be posted on social media channels and interlinked with other presentations for
national impact
  o Submit at least one article to national education/honors journals
  o Present at three national/international/education/honors/academic administration conferences
  o Complete one site visit to highly regarded honors programs
  o Build one national partnership with honors college/program

1.3 Program reviews, with analyses of enrollment, postgraduate success, and financial data, will shape academic decisions and allocations of the colleges
Enhance the core Macaulay curriculum through integration of faculty and student feedback, as well as best practices in honors education
  • Convene working group of faculty, staff, and other relevant participants
    o Review core Macaulay curriculum for academic quality as well as factors relating to student and faculty experience, relationship to student outcomes, cost, and development opportunities
    o Analyze, brainstorm, and make recommendations to retain or evolve the core seminars

1.4 Colleges will use technology to enrich courses and teaching
Expand successful 2008-2009 pilot projects
  • Eportfolio
    o Expand the eportfolio system from current level of 667 eportfolio users to 800 eportfolio users
    o Establish an annual portfolio analysis of features and usage.
  • Social Networking
    o Launch social networking for enhancing student communications and integrative learning to all students
    o Facilitate creation of at least five student groups within the network.
Evaluate use of videoconferencing in teaching and classroom activities
  • Complete a cross-campus videoconferencing pilot project utilizing synchronous online virtual meeting tools (including videoconferencing and shared virtual whiteboard/screensharing tools) to connect students and faculty in course-related as well as co-curricular activities
  • Pilot online or hybrid courses for Macaulay students
Objective 1: Plan and implement an online or hybrid course or mini-course, and survey students on the academic effectiveness and practical advantages of this medium.

Refresh smart classrooms to match best practices and currently available technologies

- Improve at least one of the smart classrooms to provide more flexible opportunities for different learning styles and pedagogical approaches, based on faculty and ITF recommendations.

Expand opportunities for Instructional Technology Fellows to provide technology leadership

- Run day-long development seminar for all new ITFs and use Central ITFs to provide ongoing workshops for students and faculty
- Provide recognition and nonfinancial support for ITFs to present and publish on academic technology

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity.

2.1 Continuously upgrade quality of faculty as scholars and teachers

- Implement year two of CUNY Master Plan Cluster Hire
- Develop orientation for new Macaulay Cluster Hires
- Create semester-long faculty seminar

2.2 Increase faculty research/scholarship

- Create and solicit participation in one international academic conference
- Solicit submissions for projected volume of essays
- Support Macaulay-based faculty’s scholarship and grant activities

2.3 Instruction by FT faculty will increase incrementally

- Provide high-quality teaching to Macaulay students on campus and Macaulay classrooms
  - Work with campuses to ensure that they maintain current or improved levels of full-time faculty or distinguished practitioners teaching in Macaulay seminars
  - Explore opportunities to expand faculty presence at Macaulay through creation of one first-year cross-campus seminar or team teaching
  - Implement first Macaulay faculty in residence program
Evaluate current position of “visiting faculty” and determine next steps on re-appointment

- 2.4 College will recruit and retain a diverse faculty and staff
- Request diversity report from campuses on Macaulay seminar faculty

**Improve Student Success**

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

Increase campus accountability for teaching effectiveness in core Macaulay seminars and for availability of other honors education opportunities

- Provide historical data for seminar size at all campuses (currently capped at 20)
- Provide historical data for instruction by full-time faculty
- Create semester report on availability of honors courses at each campus

**Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion**

Create model of student success at Macaulay

- Analyze retention, first year GPA, and graduation rates.
  - Examine factors such as high school type, family income, ethnicity, first generation American, first generation college attendance, high school preparation
  - Use regression techniques of predictors of first year performance at Macaulay

Integrate research data into student development and advising plans

- Develop action plan with campuses based on evidence of need for targeted support (LT)
- Benchmark the number of students on academic probation for failure to meet Macaulay GPA requirements
- Benchmark the number of students who are dismissed for failure to meet Macaulay GPA requirements; track how many eventually graduate from other CUNY programs
- Track retention of under-represented minorities and identify corrective strategies
• Develop and implement exit survey of students who withdraw, transfer, or are dismissed to identify factors (triggers) influencing students' success

Increase student satisfaction with Macaulay by building community
• Improve communications about program opportunities
• Strengthen identity as Macaulay students

**Objective 5: Improve post-graduate outcomes**

Prepare students for professional success in postgraduate education and employment
Mark the milestone of the graduation of the fifth class of Macaulay Honors Scholars with a research study that focuses on the Class of 2005
• Identify where our graduates have gone after Macaulay: graduate school, employment, military services, parenthood? What do graduates perceive as the benefits of having attended Macaulay? How does the Macaulay experience, especially the Opportunities Fund, influence students’ post-graduate endeavors?
• Analyze perceptions and profile of Macaulay in the minds of key constituencies, including potential students, teachers, and college counselors
• Benchmark Class of 2005 against national data on honors higher education
• Benchmark Class of 2005 against CUNY data
• Benchmark 12-month graduate study or employment status of one or more classes, with target of tracking of 70% of the class of 2007

Expand graduate education awareness and preparation
• Study feasibility of holding test prep courses or study groups at Macaulay
• Form partnership(s) with one or more regional graduate schools for site visits, presentations, and admissions information
• Develop alumni mentoring program

Expand postgraduate fellowship opportunities
• Collaborate with the Macaulay science advisor and the Macaulay internship coordinator to inform, prepare, and recruit candidates for distinguished scholarships in the sciences
• Meet incoming students in small group sessions to forge mentoring relationships with the national scholarship support staff
• Compile outcomes data on Macaulay national scholarship winners including advanced degree completion, employment, and additional types of recognition

Expand student development opportunities in internship and career services
• Improve student communications about internship opportunities
• Convene task force to evaluate Macaulay’s internship program. Task force to include representatives from a variety of public and private sector organizations, advisors, and alumni, in addition to Macaulay staff
• Task force recommendations to include:
  o Internship matching and application process
  o Employer information and job descriptions
  o Pre- and post-internship evaluation
  o New areas/organizations for internship opportunities

• Develop strategy for Macaulay career services support
  o Evaluate and compare career services at the seven campuses
  o Identify core skills/competencies necessary for student professional development
  o Seek partnerships with CUNY and other campus career services
  o Utilize available CUNY web-tools in enhancing Macaulay student professional skills
  o Determine the role of academic advisors with respect to career services
  o Explore possibility of developing professional mentoring program, i.e. cadre of professionals willing to mentor students interested in their areas of expertise

Objective 6: Improve quality of student academic support services

Colleges will improve the quality of academic support services, academic advising, and use of technology to strengthen instruction
• Create new survey and set benchmark for student satisfaction with academic, administrative, and student support services
• Plan comprehensive review of Macaulay Advising Program
Develop 360-degree survey instrument and evaluation
Study feasibility of reclassification of Macaulay advisors
Support opportunities for advisor professional development

- Increase success rate of student communications and collaboration through implementation of Google apps for education and Gmail
- Increase clickthrough on Macaulay Monday (weekly student email) by 10%
- Offer online communications (virtual office hours) with selected upper-level staff and administration
- Expand use of faculty and student podcasts to promote and explain course offerings and policies; produce at least three podcasts

Enhance Financial and Management Effectiveness

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

Support student access to cross-campus courses. Deliver on Macaulay’s promise that students will be able to enroll in courses at other CUNY campuses, a goal that has been stymied for four years as the e-permit process has failed to support registration and timely grade postings.

- Develop an alternative to e-permit in collaboration with University Office, Enrollment management, campus registrars, and CUNY BA staff

Recruit Class of 2014 at approved levels

- Hold campuses accountable for meeting enrollment targets (capped at 400)

Improve effectiveness of recruitment strategies, with special attention to increasing diversity and attracting highly competitive students

- Expand student choice for Macaulay regular decision enrollment
  
  - Implement new selection process for incoming students, which will enable campuses to offer admission to applicants who have been rejected from their first choice (this was offered on a voluntary basis in 2008-09)
  
  - Evaluate and redesign special recruitment incentives (e.g. Nash scholarships and Principal’s Nominee program) to improve yield rates for highly competitive students
  
  - Benchmark enrollment by students from CBOs and evaluate expanding or current partnerships
• Develop partnerships with guidance counselors in Long Island and Westchester/Rockland/Orange.
• Expand ambassador program from current role as tour guides and panel discussants to include participation in high school visits
• Benchmark enrollment rates from students who have attended onsite programs and evaluate opportunities to expand
• Strengthen communications with students throughout the admissions funnel
  o Implement Hobsons strategically for communication flow and tracking purposes
  o Explore social networking opportunities and evaluate use of Zinch

Objective 8: Increase revenues and decrease expenses
Raise private support for Macaulay at target goal of $1.5M
• Create a gift pyramid based on a $50 million six-year goal, and begin to populate it with prospects (at a 4-prospects-per-gift basis)
• Migrate current donor information to Raiser’s Edge development database
• Develop plan to establish a “Friends of Macaulay” donor society and program elements
  o Recruit volunteer chairs and develop budget
• Align the Macaulay Foundation (launched in 2009) with CUNY Foundation best practices
• Meet with each Macaulay Honors College Foundation director to discover at least 2-3 plausible prospect leads.
• Increase the size of the Foundation from 8 to 10 directors
• Build capacity for grant research and submit one grant proposal
• Meet with all current donors, transfer funds from RF to Foundation where possible, and revise stewardship reports

Increase alumni giving and participation by 10%
• Conduct two general alumni solicitations
• Plan reunion for Class of 2005

Build Macaulay Honors College brand to support development efforts, awareness among the general public and the engagement of alumni and students.
• Conduct a comprehensive communications audit across all activities in Macaulay Honors College with a view toward finding opportunities to reduce costs, leverage technology, and streamline analog programs while demonstrating a mastery of modern communications channels and techniques for every constituency
  o Devise identity-building strategies and student communications that reinforce a connection between Macaulay students and the Macaulay building and staff
2009-2010 Macaulay Honors College Performance Goals & Targets

- Standardize the presentation of all elements of the Macaulay identity program, especially those articulated in the environmental branding of our building
- Increase student/alumni recognition in the Macaulay Center by creating a video installation of the Wall of Fame that is comprehensive, accurate, and low maintenance

Increase rental revenue by 15%
- Develop and execute marketing campaign for space rental

Implement Sustainability policies that reduce costs

Objective 9: Improve administrative services
- Prepare and implement a campus risk management plan that is integrated with the University’s risk management program
- Complete all necessary CUNYFirst implementation training for Budget & Planning and HCM
- Formalize existing campus sustainability committee and prepare and implement plan
- Evaluate student satisfaction with academic, administrative, and student support services
- Utilize space effectively
  - Hold at least two classes in evenings or on Fridays
  - Use Macaulay building on weekends for academic, co-, and extra-curricular activities
  - Evaluate student use of Macaulay facilities, based on 2008-09 experience