## OBJECTIVE 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix.

### TARGET 1.1: Colleges and programs will be recognized as excellent by all external accrediting agencies.

**CSI GOALS:**

A. Complete Middle States self-study follow-up as needed.

B. Complete Middle States Substantive Change applications for doctoral-level programs.

C. Make progress in pursuit of new discipline-specific accreditation endeavors for programs for which there is a national accrediting body, as a multi-year goal with a five-year time horizon (2009-2014); maintain accredited status for those programs that already have it.

1. Social Work – (BSSW) submit Benchmark II; (MSW) prepare initial accreditation documents (Benchmark I) and develop program proposal for submission; develop potential internship sites in preparation for MSW.
2. Business - Reassess department AQ/PQ ratios in preparation for AACSB proposal; begin preliminary work on pre-accreditation proposal; join Small Group Affinity group in AACSB.
3. Medical Technology – Institute a new admissions policy commensurate with accreditation and program changes; renovate laboratory in Building 6S; implement new laboratory protocols.

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

**CSI GOALS:**

A. Advance new programs to address constituent needs.
   1. Establish the MSW as a program with the goal of admitting the first class in September 2014.
   2. Advance the Education Department’s Teachers of English to Speakers of Other Languages (TESOL) Proposal.
   3. Implement the Education Department’s proposal to meet new state regulations for Teacher Education in Special Ed (Master’s Level).
   4. Advance the Graduate Certificate in Autism.
   5. Explore collaboration between Environmental Studies/Education and Geography for new programs.
   6. Develop a Letter of Intent for a Master’s in Public Administration Degree Program.
   7. Admit students to new MS in Accounting Program.

B. Expand the computational capacity of the CUNY Interdisciplinary High Performance Computing Center (IHPCC) by 10% from 2500 cores to 2750 cores, consistent with the completion of the infrastructure renovation of the computer room. Consistent with securing additional staffing, increase the number of research users from 375 to 400 as part of a multi-year goal (2012-2015); contribute to grant writing in at least 8 proposals and funding opportunities; provide computational resources for scholarly activities, including journal papers and conference proceedings.

C. Enhance the reputation of the institution as a whole, its faculty, and its programs, through scholarship, participation on boards and in national associations, in higher-education-related organizations, and conference presentations.
TARGET 1.3: Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.

CSI GOALS:

A. Evaluate the role, relationship, and responsibilities of the committees involved in decision-making about academic resource allocations with the goal of streamlining processes, per the suggestion of the Middle States Reaccreditation Evaluation Team.

B. Continue efforts to improve the Library as a center of inquiry and campus community, as part of a multi-year goal.
   1. Increase collections, electronic resources, and subscriptions, particularly in focus areas as they emerge or are reaffirmed; explore the creation of a digital repository for current and future theses.
   2. Continue CSI’s ten-year plan (2009-2019) to double the collection of books and monographs from the initial level of approximately 250,000 to 500,000 (an increase of 25,000, on average, per year); build upon the progress made to date by increasing holdings from 398,000 to 423,000.
   3. Commence renovations or expansion to add five study group rooms on the 2nd floor and redesign the Reference Services Area as part of a five-year goal (2012-2017).
   4. Expand Information Literacy efforts, per the College’s General Education initiatives, to include the creation of online video instructional materials and increasing assessment as part of a multi-year goal (2012-2017).

C. Implement results of Academic Program Reviews.
   1. Implement English Program Review recommendations and the subsequent Council of Writing Program Administrators’s (WPA) report.
   2. Advance Psychology Program Review reviewer recommendation, including those pertaining to space allocation.
   3. Incorporate revised Learning Objectives in the Medical Technology curriculum as suggested by NAACLS accreditation site visitors.

D. Complete program reviews according to Self-Study Calendar available at http://www.library.csi.cuny.edu/assessment.

TARGET 1.4: Colleges will use technology to enrich courses and teaching.

CSI GOALS:

A. Increase the number of sections of hybrid and/or totally online courses by 10% from a level of 124 in AY 11-12 to 136 in AY 12-13.

B. Increase the percentage of instructional FTEs offered partially or totally online from 2.5% to 3.5%

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

TARGET 2.1: Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers.

CSI GOALS:

A. Conduct 25-35 searches for Fall 2013 hires in order to increase the number of full-time faculty with the long-term goal of reversing the FT:PT faculty ratio now at approximately 30:70, as funding allows, commensurate with the Strategic Plan – Many Voices, One Vision.

B. Increase the full-time faculty coverage of General Education courses from 22% (Spring 12) to reach an annual level of 25% as part of a three-year goal (2012-2015); charge each department with developing a plan to expose students to full-time faculty.

C. Establish the Faculty Center for Professional Development as a multi-faceted campus resource, as part of a three-year goal (2010-2013); expand programming during 2012-2013.
D. Allocate funds for Year 2 of the Faculty Center for Professional Development Conference Travel Initiative; develop revised RFP procedures and a timeline for the allocation process based on Year 1 experience.

E. Pilot online Student Evaluation of Instructor (SEI) process in Summer 2012 and Winter Session 2013.

F. Establish a Task Force to analyze the needs and best practices related to faculty mentoring processes within departments; identify specific plans and practices that may be generalizable across departments and divisions.

**TARGET 2.2: Increase faculty research/scholarship.**

**CSI GOALS:**

- A. Provide start-up and other needed support for newly-hired tenure-track faculty, negotiated on the basis of need; maintain a minimum level of $6,800.

- B. Improve the College’s scholarship reporting/recording process and increase reported work by 5% from 826 to approximately 870; per Target 2.1 (C), utilize the Faculty Center for Professional Development as a resource to increase the number of publishing faculty at all levels.

**TARGET 2.3: Instruction by full-time faculty will increase incrementally.**

**CSI GOALS:**

- A. Attain a mean teaching hours level for veteran full-time faculty of 8.0 (based on Fall 2011) or higher with the move to the annual calculation; annual veteran teaching load projected goal is 16.2 hours, an increase over the 2010-2011 level.

- B. Reduce incrementally the mean teaching hours of full-time faculty eligible for contractual release time from 7.6 to 7.4 (based on Fall 2011); annual contractual release time-eligible faculty projected goal is to decrease mean hours incrementally and maintain at 14.2.

- C. Increase the percentage of instructional FTEs in undergraduate courses delivered by full-time faculty from 33.6 (2010-2011) to 39 as part of a multi-year goal (2012-2015), with an interim goal of 36.

**TARGET 2.4: Colleges will recruit and retain a diverse faculty and staff.**

**CSI GOALS:**

- A. Disseminate information/results from the CUNY Diversity Study and “placement” goals from affirmative action reports; incorporate the information in New Chairs’ Orientation, General Chairs Committee meetings, and other meeting venues.

- B. Charge the Compliance and Diversity Officer with completing a College Strategic Diversity Plan to enhance the diversity of faculty and promote inclusivity.

- C. Develop and promote initiatives to improve and enhance organizational culture and the work environment with regard to diversity.
  1. Reinstitute a Campus Diversity Committee to cultivate an inclusive work environment for students, faculty, and staff.
  2. Support professional development opportunities, including training, designed to enhance the success of pluralistic work environments.
  3. Expand the efforts of the Working Group on retaining Black and Latina Women on campus by implementing peer faculty partnerships and hosting social events to facilitate community building.

**OBJECTIVE 3: Ensure that all students receive a quality general education and effective instruction.**
### TARGET 3.1: Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative.

**CSI GOALS:**

A. Present evidence of curricular development in large transfer majors as progress in the Pathways project.
   1. Participate on transfer major development committees.
   2. Agree to offer courses that transfer major committees are recommending.

B. Align College's General Education goals with Pathways per the Middle States Reaccreditation Evaluation Team suggestion; resume Gen Ed mapping project that was halted for Pathways.

### TARGET 3.2: Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

**CSI GOALS:**

A. Increase percentage pass rates on exit from remediation.
   1. Reading - % to increase incrementally from 47.5 to 48.5.
   2. Writing - % to increase from 40.0 to 49.0 as part of a multi-year goal (2012-2015) with an interim goal of 43.0; tutor training, Writing Center activities and referrals, and ongoing instructional workshops and reader training will support the increase.
   3. Math - % to increase incrementally from 47.6 to 48.5, building upon the new MTH 020 curriculum initiative in cooperation with the central Office of Academic Affairs and the 20-hour intervention option available through CSI's Immersion Program.

B. Increase the percentage of remedial associate's degree students who are proficient by the 30th credit to 90 or higher, as part of a multi-year goal (2012-2015); set an annual goal of increasing from 86.5 to 87.5.

C. Increase the percentage of total credits earned of those attempted by SEEK students incrementally from 92.5 to 93.

D. Increase the percentage of total credits earned of those attempted by ESL students incrementally from 94.8 to 95.5.

E. Charge a Task Force to evaluate the administrative structure and services in place that provide support to students who are underprepared for college-level work, per the suggestion of the Middle States Evaluation Team, with the directive that these services might be unified in a way that optimizes efficiency and effectiveness.

### TARGET 3.3: Colleges will improve student academic performance, particularly in the first 60 credits of study.

**CSI GOALS:**

A. Increase incrementally the College's percentage of students passing gateway courses with a grade of C or better from its current level of 85.1 to reach 86, as part of a three-year goal (2010-2013).
   1. Increase the percentage of students passing freshman composition with a C or better incrementally from the current level of 92.5 to 93; implement, as appropriate, the recommendations of the Council of Writing Program Administrators (WPA) regarding staffing and program coordination (see Target 1.3 C).
   2. Increase the percentage of students passing gateway mathematics with a C or better from the current level of 70.6 to 72.

B. Implement the CLA for freshmen and senior cohorts through a sampling and recruiting plan that takes into account aspects of CSI's comprehensive status.
TARGET 3.4: Colleges will reduce performance gaps among students from underrepresented groups.

CSI GOALS:

A. Use both CUNY and College statistics to identify performance gaps between majority and underrepresented groups, in order to develop plans to improve student success.
   1. Reduce the percentage performance gap between Underrepresented Minorities (URM) and Non-URM in terms of one-year retention rate of first-time freshman in baccalaureate programs from 13.5 to 4.0 as part of a multi-year goal (2012-2015), with an interim goal of 9.0.
   2. Reduce the percentage performance gap between Underrepresented Minorities (URM) and Non-URM in terms of one-year retention rate of first-time freshman in associate programs incrementally from 1.8 to 1.5.

B. Charge a Task Force that includes Enrollment Management, Student Affairs, and the Office of Institutional Research and Assessment with analyzing transfer patterns, leaver surveys, and relevant qualitative and quantitative data to ascertain the circumstances surrounding departures from CSI, the schools and programs that are destinations, and the reasons for leaving the College.

C. Develop and promote initiatives to improve and enhance organizational culture and the work environment with regard to diversity.
   1. Implement recommended strategies from the Student Affairs Diversity Working Group to cultivate an inclusive work environment for students, faculty, and staff.
   2. Expand the efforts of the Working Group on retaining Black and Latina Women on campus by implementing peer faculty partnerships and hosting social events to facilitate community building.
   3. Provide opportunities for incoming freshmen of color to meet faculty, staff, and successful students.

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

CSI GOALS:

A. Establish and formalize assessment reporting structures for interdisciplinary programs in response to suggestions from the Middle States Reaccreditation Evaluation Team.

B. Develop comprehensive “assessment workbooks” for academic program reviews, based on the currently-established OIRA model.

OBJECTIVE 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion.

TARGET 4.1: Colleges will facilitate students’ timely progress toward degree completion.

CSI GOALS:

A. Monitor and facilitate student progress.
   1. Complete Phase III for the new major declaration policy established in Fall 2011 requiring all students to have a declared major before registering for a subsequent term.
   2. Increase the percentage of baccalaureate students declaring a major by the 70th credit from 92.2 to 100 as part of a two-year goal (2011-2013).
   3. Increase incrementally the average number of credits earned in the first 12 months by full-time first-time freshmen from 25.3 to 25.5.

B. Continue to build upon the success of the College’s year-round (summer and winter session) programs.
1. Increase the % of freshmen and transfers who take a course the summer after entry from 18.7 to 25 (2012-2015) as a multi-year goal with an interim goal of 21.
2. Increase Winter Session enrollment 1.5% from 1125 in 2012 to 1142 in 2013.

C. Examine the ratio of FTEs to headcount.
   1. Increase the baccalaureate ratio incrementally from 0.823 to 0.825.
   2. Increase the ratio for associate students incrementally from 0.788 to 0.790.

**TARGET 4.2: Retention rates will increase progressively.**

**CSI GOALS:**

A. Increase the baccalaureate (1-year) retention rate incrementally from 83.6% to 84%, benefitting from the refocused Center for Advising and Academic Success (CAAS), the first wave of embedded advisors in academic departments (see Target 6.2), the mandatory New Student Orientation, expanded learning communities and campus participation in the Foundations of Excellence program.

B. Increase the baccalaureate transfer (1-year) retention rate from 73.9% to 79% as part of a multi-year goal (2012-2015), with an interim goal of 76%; foster retention by implementing an orientation program tailored to transfer students (see Target 6.1).

C. Increase the associate (1-year) retention rate incrementally from 68.7% to 69%.

D. Increase the RAPM (over-performance) of the 1-year retention for full-time first-time freshmen in a baccalaureate program from 1.0 (2010 cohort) to 1.2.

E. Decrease the RAPM (under-performance) of the 1-year retention for full-time first-time freshmen in an associate’s program from 1.3 (2010 cohort) to 1.0.

F. Analyze the impact of the College’s Associate-to-Baccalaureate Conversion Policy.

G. Revise Institutional Profile template to include new retention metrics

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

**CSI GOALS:**

A. Increase the baccalaureate (4-year) graduation rate incrementally from 27.1% to 28% benefitting from the refocused Center for Advising and Academic Success (CAAS), the first wave of embedded advisors in academic departments (see Target 6.2), and the mandatory New Student Orientation.

B. Increase the baccalaureate transfer (4-year) graduation rate from 56.6% to 58%.

C. Increase the associate’s (4-year) graduation incrementally rate from 13.3% to 13.5%.

D. Increase the master’s (4-year) graduation rate from 54.7% to 56%.

E. Increase the RAPM (over-performance) of the 1-year retention for full-time first-time freshmen in a baccalaureate program from 3.3 (2007 cohort) to 3.5.

F. Decrease the RAPM (under-performance) of the 1-year retention for full-time first-time freshmen in an associate’s program from 9.1 (2007 cohort) to 8.0.

G. Increase opportunities for students to work on campus, rather than seeking employment elsewhere.
H. Establish a Retention Task Force with cross-divisional representation to bring concerted perspective to retention challenges.

**OBJECTIVE 5: Improve post-graduate outcomes.**

**TARGET 5.1: Professional preparation programs will improve or maintain the quality of successful graduates.**

**CSI GOALS:**

- A. Increase the number of credentialed teachers by 5% from 237 (2010-2011) to 249 (2011-2012).
- B. Increase the pass rate on the Content Specialty Tests (CST) incrementally from 92% to 93%.
- C. Increase the pass rate on the NCLEX Nursing Exam from 78% to stabilize at 90% or better as part of a three-year goal (2012-2015), with an interim goal of 82%.
- D. Increase mean test scores of baccalaureate graduates/professional school entrance exams.
  1. Increase the average GRE score to 1000; increase the number of students taking (and reporting) the GRE exam by 5%.
  2. Raise the average LSAT score to 155 as part of a multi-year goal (2011-2016), while increasing the number of students who take the exam and report their scores to the College by 5%. Support the efforts of the student Government and Law Society to provide career-oriented programs and LSAT guidance.
  3. Increase the average MCAT score of applicants and accepted students, while increasing the number of students taking the MCAT test by 10%.
  4. Increase the average GMAT score of applicants and accepted students by 2%.
- E. Increase the use of HETS test preparation resources by 5%; implement a new, integrated marketing and recruitment campaign for these free services.
- F. Develop a program to use Student Affairs departments as placement sites for service learning, internships, volunteer positions, and practicum training opportunities where appropriate.

**TARGET 5.2: Job and education rates for graduates will increase.**

**CSI GOALS:**

- A. Review the process to survey all graduates to track their career goals at the point of graduation, as part of a multi-year goal. Continue to raise the percentage of students responding to the graduation survey, following the 40% increase in 2011-2012.
- B. Increase the six-month job and education rate in career and technical education programs from 77.6 to 91, as a multi-year goal (2011-2014); continue the trajectory from the 2011-2012 result of 89.1 to 91 in 2012-2013.
- C. Initiate a collaborative effort led by the Office of Institutional Research and Assessment, including the Career and Scholarship Center and the Alumni Office, to coordinate and enhance alumni career placement and post-graduation satisfaction information; create and launch a new omnibus alumni survey collection to satisfy needs of multiple offices and address the gainful employment rate report requirement put forth by the SRTK Act.

**OBJECTIVE 6: Improve the quality of campus life and student and academic support services.**

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

**CSI GOALS:**

- A. Utilize results from the 2012 SES and the mean satisfaction ratings from Noel-Levitz (2011) on items including Student Centeredness, Campus Life, Concern for the Individual, Responsiveness to Diverse Populations, and Campus Climate to set baselines on student life and campus climate for future
Noel-Levitz administration comparisons.

B. Develop and implement a comprehensive plan to inform and engage the entire internal and external campus community on residential life at the College.

C. Establish an orientation program for transfer students, per the suggestion from the Middle States Reaccreditation Evaluation Team.

D. Implement a program structure for the recently opened LGBTQ Resource Center.

**TARGET 6.2: Colleges will improve the quality of student and academic support services, including academic advising, and use of technology to augment instruction.**

**CSI GOALS:**

A. Utilize results from the 2012 SES and the mean satisfaction ratings from Noel-Levitz (2011) on items including Academic Advising and Campus Support Services to set baselines on quality of academic support services for future Noel-Levitz administration comparisons.

B. Improve academic advisement.
   1. Implement a program with embedded advisors in high-enrollment/high-need academic departments (Business, Psychology, and Biology) per the results of the Advisement Task Force advisement load analysis, as part of a multi-year advisement initiative.
   2. Decrease the number of dismissals to a level that is 4% of the total enrollment or lower as part of a multi-year goal (2011-2016), with an interim goal of decreasing to 5.5% of total enrollment.

C. Implement a policy that requires every student on academic probation to participate in an array of academic support and student services as a condition of their probationary status.

D. Increase student satisfaction with computer access on campus by upgrading computers installed in public areas.

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

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

**CSI GOALS:**

A. Raise the academic quality of baccalaureate entrants.
   1. Increase total headcount by 1% from 14,199 to 14,342; increase total FTEs by 1.1% from 11,095 to 11,213.
   2. Increase average SAT (CR and M) and CAA of regularly admitted first-time freshman to baccalaureate programs from 1011 to 1013 and from 84.5 to 85, respectively.
   3. Increase the enrollment, student profile indicators, and programming of the College’s selective learning communities (Macaulay, Verrazano, Teacher Education Honors Academy).

B. Set enrollment targets in consultation with the central Office of Enrollment Management, following initial campus discussions involving Enrollment Management with the Provost and President; Actual FTEs as a percentage of Target FTEs will be within approximately 1%.

C. Establish new graduate programs with the interim goal of increasing graduate enrollment by 1% from 1044 to 1148, as part of a multi-year goal (2011-2016) of
2002 graduate enrollment numbers (1500 students).

**TARGET 7.2: Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.**

**CSI GOALS:**

A. Document efforts to communicate Pathways General Education and major curricular requirements to students, faculty, and staff through the Pathways website, communiqués from the administration, and other vehicles. Facilitate campus change through *DegreeWorks* and other mechanisms.

B. Increase percentage of AA/AS recipients who transfer to a CUNY Baccalaureate program from 64.3 to 66.

C. Increase percentage of AAS recipients who transfer to a CUNY Baccalaureate program from 60.6 to 62.

**TARGET 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.**

**CSI GOALS:**

A. Meet or exceed 95% of the College Now enrollment target (675 for 2013) by enrolling at least 640 students.

B. Increase the number of Adult and Continuing Education courses seats filled by 5% from 5,572 to 5,851.

**OBJECTIVE 8: Increase revenues and decrease expenses.**

**TARGET 8.1: Alumni-corporate fundraising will increase 10%.**

**CSI GOALS:**

A. Increase total dollars raised by 10% over FY12 to $4,217,000.

B. Increase the number of alumni donors by 10% over FY12 from 906 to 996; make progress towards increasing the alumni-giving participation rate to 3% as part of the five-year goal (2010-2015).

C. Increase the support resulting from annual appeals by 10% from $89,970 to $98,868.

D. Increase support from Corporations and Foundations by 10% from $500,000 to $550,000.

E. Build alumni base through the 4th Celestial Ball, 2nd CSI Homecoming, 1st Annual Athletics Hall of Fame Dinner, and through the formation of an Alumni Fellows Program.

F. Decrease fundraising expenses responsibly through list management, prospect development, and communication media modifications.

**TARGET 8.2: Colleges will make progress within a declared capital campaign.**

**CSI GOALS:**

A. Recruit Capital Campaign Steering Committee, publish a Case Statement, and hold campaign kick-off in Winter 2012.

B. Obtain final approval for CSI Capital Campaign naming opportunities.

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

**CSI GOALS:**
| **A.** Maintain or increase the percentage of revenue as a percentage of target.  
  1. Maintain the degree-credit revenue as a percentage of target at 100% or better, as close to the current level of 108.0 as possible.  
  2. Increase the non-credit/ACE revenue as a percentage of target from its current level of 98.5% to 100% or higher.  

| **B.** Increase the collection rate incrementally from the 2011 value of 94.3% to 94.5%. |

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

**CSI GOALS:**

| **A.** Maintain the ratio tax levy spent on administrative services; the College has maintained the spending ratio of total expenditures to administrative expenses at 74/26, adhering to the University’s Maintenance of Effort standard of 70/30.  
  **B.** Maintain General Administration costs, as a percentage of total Tax Levy allocation, at 6.1%.  
  **C.** Maintain the number of material weaknesses or significant deficiencies in annual controls at the current value of zero. |

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

**CSI GOALS:**

| **A.** Present evidence of a financial plan and balanced budget. The budget will rely, when needed, on an “All Funds” approach to meeting the College’s financial needs.  
  **B.** Maintain the College’s reserve account within an acceptable range of the current 1.9% level (2011). |

**TARGET 8.6: Contract/grant awards will increase.**

**CSI GOALS:**

| **A.** Increase the total number of grant submittals to external funding agencies by 8% from 134 to 145.  
  **B.** Increase the total amount of grant and contracts awarded by 4.5% from $8.35 million to $8.7 million.  
  **C.** Expand outreach and faculty development.  
  1. Convene advisory group to begin Five-Year Research Plan development  
  2. Conduct a minimum of 5 workshops focusing on obtaining external funding and compliance issues.  
  3. Conduct customized grant-development research for a minimum of 20 junior faculty members. |

**TARGET 8.7: Indirect cost recovery ratios will improve.**

**CSI GOALS:**

| **A.** Increase indirect cost recovery as a percentage of overall activity for FY13 incrementally from an estimated level of 10.2% to 10.7%. |

**OBJECTIVE 9: Improve administrative services.**

**TARGET 9.1: Student satisfaction with administrative services will rise or remain high at all CUNY colleges.**

**CSI GOALS:**

| **A.** | }
A. Utilize results from the 2012 SES and the mean satisfaction ratings from Noel-Levitz (2011) on items that include Recruitment and Financial Aid, Registration Effectiveness, Campus Safety and Security, and Service Excellence to set baselines on quality of non-academic administrative services for future Noel-Levitz administration comparisons.

B. Implement the College's Customer Service Initiative; monitor student response to satisfaction surveys.

C. Complete planned Registrar Service Center project to enhance customer service through amenities like privacy stations, new computers, and welcoming glass entrance.

D. Complete the implementation of The CUNY Revised Tobacco Policy moving from designated smoking areas and multi-faceted informational campaign to the final phase, a smoke-free campus.

**TARGET 9.2: Colleges will improve space utilization with space prioritized for degree and degree-related programs.**

**CSI GOALS:**

A. Complete a thorough needs assessment regarding instructional/classroom space to take into account rapid changes at the College, per the suggestion of the Middle States Reaccreditation Evaluation Team.

B. Identify ways to maintain the percentage of instruction delivered on Fridays, nights, and weekends to a level at or just above 57.8%, noting that the College is operating at capacity within its space constraints.

C. Prioritize classroom space for degree and degree-related programs by relocating Continuing Education offerings offsite.

D. Implement a new bell schedule to facilitate classroom allocation and usage.

**TARGET 9.3: All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws and develop business continuity plans.**

**CSI GOALS:**

A. Participate in the CUNY-wide mandate for Risk Management Plans by assessing potential risk areas and completing sample testing.

B. Continue development of the College's business continuity and disaster recovery plan; participate in table top exercises.

C. Ensure compliance with the CUNY mandated Workplace Safety and Violence Prevention Program.
   1. Implement Workplace Safety and Violence Prevention online survey in Fall 2012.
   2. Begin capital project to improve lighting on campus.
   3. Conduct a physical evaluation of the College's workplace to determine risk factors.

**TARGET 9.4: All colleges will make progress on CUNYfirst implementation.**

**CSI GOALS:**

A. Attend Wave 3 sessions provided by CIS. These include Conference Room Pilot sessions, User Acceptance sessions, and CUNYfirst training sessions.

B. Work with the Registrar’s Office to assist with data cleansing and data conversions.
C. Continue to support HR and the College with the HCM portion of CUNYfirst.

**TARGET 9.5: All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.**

**CSI GOALS:**

A. Implement elements of the College’s multi-year Campus Sustainability Plan pertaining to seven pillar areas.
   1. Energy – upgrade site lighting; install photo cell light sensors.
   2. Water – install remote read meters.
   3. Transportation – increase fleet use of clean and alternative fuels.
   4. Recycling – participate in Recyclemania.
   7. Education and Outreach – publicize Recyclemania encouraging participation.