### Objectives

**Goal 1: Raise Academic Quality**

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

<table>
<thead>
<tr>
<th>2012-2013 University Targets</th>
<th>Representative Indicators</th>
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</table>
| 1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies  
   A. Achieve accreditation in the Didactic Program in Dietetics and the Dietetic Internship | 1.1 Documented results of all accreditation reviews |
| 1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community  
   A. Draw external recognition for Hunter faculty and academic programs  
   B. Implement college-wide strategic planning  
   C. Working with the Dean of Weill Cornell Medical Center (WCMC) and her leadership team, plan space and collaborative efforts for full floor of new WCMC building on 69th Street for top Hunter scientists  
   i. Obtain 5-year renewal for NIH-funded CTSC grant with WCMC and Memorial Sloan Kettering Cancer Center (MSKCC)  
   D. Begin planning state-of-the-art facilities in new building with MSKCC for nursing, physical therapy and science programs  
   E. Move into new building for MFA in Studio Art program in Tribeca; make connections to the local arts community  
   F. Hire academic leaders, including the new Dean for the CUNY School of Public Health at Hunter College, the Associate Provost for Research and a new Director for the Public Policy Program  
   G. Expand external collaborations and outreach in East Harlem  
   H. Make progress on key interdisciplinary initiatives, including submitting a proposal to the Mellon Foundation for Hunter’s “Arts Across the Curriculum” initiative  
   I. Building on the success of last year’s Presidential Leadership Symposium at Roosevelt House, “Revisiting the Great Society: The Role of Government from FDR and LBJ to Today,” host a symposium on Eisenhower  
   J. Continue to build partnerships with NYC cultural and scientific institutions  
   K. Begin to develop programs that are responsive to the needs of the community, including the joint certificate in Cytotechnology between Hunter’s Medical Laboratory Sciences program and MSKCC, a joint MSW/MPH degree, a BSW degree program and a part-time program for the DNP; explore expanding the college’s undergraduate pre-professional programs | 1.2 Recognition/validation from various external sources  
1.3 Evidence of making academic decisions informed by data, including shifting resources to University flagship and college priority programs |
| 1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation  
   A. Kick off the Presidential Student Success Initiative, led by a consultant and a new Director of Student Success – both reporting directly to the President - to move Hunter’s strategic plan forward; monitor | 1.4 Reports of courses with a significant technology component and self-reports by colleges |
enrollment data and trend analyses in academic planning to prioritize faculty searches and improve academic and administrative support services, academic policy and resource allocation

B. The College will revise departmental and deans’ reports to include additional indicators to plan and allocate resources

C. Use 7-year plans for Psychology, History, and Mathematics and Statistics to inform decisions and allocations; continue implementing recommendations; monitor progress on goals in departmental annual reports

D. Complete self-studies in Computer Science, Biology, Economics, Latin American Caribbean Studies and the Thomas Hunter Honors program; complete self-studies and site visits in Anthropology and Chemistry

E. Gain approval at Hunter, CUNY and NYS for the revised nursing curriculum that changes the point of entry from junior to sophomore year

1.4 Colleges will use technology to enrich courses and improve teaching

A. Hire a consultant to assess the state of academic technology at the college and recommend how it can be improved

B. Open a state-of-the-art information commons as part of the newly renovated 3rd floor of the main 68th Street Library, which will include state-of-the-art technology to enhance collaborative work among students, advanced digital signage and touch screens for fast and easy access to library resources and high quality, high speed wireless internet access

C. Launch online teaching evaluations

D. Hunter’s revitalized teaching and learning center, ACERT (Academic Center for Excellence in Research and Teaching), will help align the efforts of the Technology Resource Center, the FITT program and Tech Thursdays and provide faculty development and support for the development of hybrid and online courses

E. Implement second CUNY Hybrid Grant to refine and institutionalize our operational definition of hybrid courses and increase space utilization of classrooms by aligning course submission procedures at the departmental level with the Office of the Registrar and course scheduling

F. Promote and expand “Informed Registration” initiative

G. Upgrade fifteen technology equipped smart classrooms, three computer equipped library classrooms and other specialty computer classrooms that have outdated equipment and increase our inventory of laptop carts to allow for more classrooms to be equipped with computers on demand

H. Strengthen nursing education across CUNY with technology including simulation, informatics, and telehealth via HRSA funded NYC Nursing Education consortium in Technology

I. Extend the School of Education’s innovative video analysis of teaching initiative to cover specific certification area skills

2. Attract and

2.1 Colleges will continuously upgrade the quality of their full and part-time faculty, as scholars and as
<table>
<thead>
<tr>
<th><strong>teachers</strong></th>
<th><strong>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</strong></th>
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<tbody>
<tr>
<td>A. Target resources, including the Presidential Travel Award Program, the Presidential Fund for Faculty Advancement, and the Undergraduate Research Initiative, to support faculty research and teaching and faculty efforts to seek external funding</td>
<td>2.2 Faculty scholarship and creative work</td>
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<td>B. Expand the offerings of Hunter’s teaching and learning center, ACERT, to include providing support for new academic program development</td>
<td>2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by fulltime new and veteran faculty</td>
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<td>C. Hire outstanding scholars in key areas linked closely to Hunter’s strategic plan</td>
<td>2.4 Faculty and staff diversity and affirmative action reports</td>
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**2.2 Increase faculty research/scholarship**

A. Strengthen faculty development initiatives that encourage scholarship and research, including the Presidential Mid-Career Scholars Seminar and the Roosevelt House Faculty Associates Program

B. Work with CUNY to initiate and complete the design of a psychology research laboratory

C. Complete upgrades to the CARSi Research Center and the 1241N Physics complex to provide research space for Astronomy, Photocell research and Theoretical Physics

D. Upgrade the College’s compressed air system to support equipment for researchers in Biology, Chemistry and Physics

E. Equip aviary space within the vivarium for expanded birdsong research in neuropsychology

F. Prepare additional research space to extend bio-archaeology and fossil processing research

**2.3 Instruction by full-time faculty will increase incrementally**

A. Issue new faculty workload policy that establishes transparent college-wide guidelines

**2.4 Colleges will recruit and retain a diverse faculty and staff**

A. Actively recruit a diverse faculty and staff through aggressive outreach to organizations, institutions and conferences that offer the potential of hiring minority candidates

<table>
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<tr>
<th><strong>Goal 2: Improve Student Success</strong></th>
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<tr>
<td>3. Ensure that all students receive a quality general education and effective instruction</td>
<td>3.1 Colleges will present evidence of curricular development and revision, and alignment of courses leading into the large transfer majors</td>
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**3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative**

A. Prepare to fully implement the Hunter common core in fall 2013

B. Make progress on new “science for non-majors” courses

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

A. Appoint new Directors for SEEK and ESL whose principal task will be improvements of these programs

B. Coordinate the Opportunity for Student Success program to assist students who fall slightly short of proficiency in either math or English to reach proficiency and success at Hunter

3.2 Basic skills test performance and pass rates on exit from remediation; bacc: %
### 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study

| A. Conduct search for a new associate dean for student academic excellence in the School of Arts and Sciences |
| B. Design newly funded student success center in the library; plan programming for the new science learning center |
| C. Begin implementing recommendations of the external evaluation report of the Reading/Writing Center |
| D. Assess academic support for mathematics |
| E. Maintain the % of students passing gateway courses with a C or better |

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

| A. Monitor gaps in retention and graduation rates among various groups |
| B. Support NSF-funded Science Mathematics Opportunities Network (SciMON) and other programs that seek to support students from underrepresented groups |
| C. Provide coaching and tutoring for minority students in pre-nursing and nursing majors to increase their success via the HRSA-funded BEST program |
| D. Provide scholarships, advising, counseling and engagement activities to high-achieving underrepresented minority students in cohort programs like the Community and Presidential Leadership Scholars programs |
| E. Support Hunter’s BMI program to improve academic performance of participants |

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

| A. Implement Senate resolutions on including learning goals on new and existing syllabi |
| B. Continue development of program-level assessment in the School of Arts and Sciences |
| C. Provide resources and development opportunities to support faculty-driven assessment of student learning |

### 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

| A. Hunter’s consultant and new Director for Student Success, collaborating closely with key partners in Academic and Student Affairs, will draft a strategic plan for student success that promotes timely progress toward degree completion and helps improve retention and graduation rates |
| B. Target sophomore to junior year retention by encouraging earlier declaration of major with advising and career services support |
| C. Expand course availability to meet student need and continue improvements to course scheduling |

### 4.2 Retention rates will increase progressively

| A. Maintain or improve upon recent gains in retention rates |
| B. Expand academic programming and personalized advising and support for scholar cohorts to improve credits passed of those attempted for SEEK & ESL students; assoc: % of remedial students at 30 credits who have passed all basic skills tests |
| C. % of students passing freshman composition and gateway math courses with a C or better; % of CLA target sample who were administered the CLA test |
| D. 3.4 1-yr retention rates by group status |
| E. 3.5 Evidence that faculty are assessing student learning, using results to make improvements, and documenting the process |

| 3.3 % of freshmen and transfers taking a course the summer after entry; ratio of undergrad FTEs to headcount; bacc: % of students with major declared by the 70th credit; average # credits earned in first 12 months; assoc: % of freshmen who... |
retention
C. Implement strategic initiatives to improve pre-major advising
D. Complete "early alerts" pilot to support students who are struggling, and roll out broader intervention program
E. Use funding from the President’s Initiatives for Student Engagement to support faculty interactions with students outside the classroom

4.3 Graduation rates will increase progressively in associate, baccalaureate, and master’s programs
   A. Maintain or improve upon recent gains in graduation rates in baccalaureate and master’s programs
   B. Develop targeted supports for students in professional schools

5. Improve post-graduate outcomes
5.1 Professional preparation programs will improve or maintain the quality of successful graduates
   A. Maintain high pass rates on NYS Teacher Education certification exams
   B. Maintain high pass rates on PT and Communication Sciences exams
   C. Improve Nursing NCLEX pass rates through curricular revision, practice testing and comprehensive reviews
   D. Based on successful pilot, the SSSW will fully implement its program to increase first-time pass rates on the LMSW and LSCW

5.2 Job and education rates for graduates will increase
   A. Explore more professionally-oriented undergraduate options (majors, minors, certificates) in areas including business, management, public health and the health professions
   B. Improve collection and analysis of professional/graduate school test scores with goal of improving admission rates
   C. Develop new specializations in master’s programs in cytotechnology, biolab management and organizational management and leadership within the SSSW
   D. Career Development Services will increase student use of the Job/Internship Data Base and Career Management System (ORION)

6. Improve quality of campus life and
6.1 Colleges will improve the quality of student life and campus climate.
   A. Working with CUNY, complete the first phase (3rd floor) of the 68th St Library renovation; begin the design of the next phase, which will include reprogramming the 6th and 7th floors to create vibrant student space
### 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

- **A.** Continue to expand the use of the CRM system to individualize communications to students
- **B.** Upgrade DegreeWorks software and hardware to improve Advising Services and comply with Pathways requirements
- **C.** Begin planning and implementing a OneStop Student Services Center that will improve administrative, financial, and business functions for students, as well as provide information on academic resources
- **D.** Implement a new Student Affairs website that will use online tools to improve student access to information and provide feedback
- **E.** Survey students about their experience with advising services; use results to make improvements

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### Goal 3: Enhance Financial and Management Effectiveness

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

<table>
<thead>
<tr>
<th>7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise</th>
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<tbody>
<tr>
<td>A. Maintain or reduce headcount to control for FTE growth</td>
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<tr>
<td>B. Maintain enrollment in the graduate programs at 25% or above of student enrollment</td>
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<tr>
<td>C. Maintain or improve mean SAT/CAA scores</td>
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#### 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges

<table>
<thead>
<tr>
<th>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</th>
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<tbody>
<tr>
<td>A. Sustain the Hunter-Queensborough Community College dual degree in nursing program</td>
</tr>
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#### 7.1 Enrollment in degree programs; mean SATs/CAAs; % difference between target and actual FTE enrollment

#### 7.2 Colleges will document efforts to communicate Pathways gen ed and major curricular requirements to students, faculty, and staff; change infrastructure in support of Pathways (e.g., DegreeWorks); and create dual admission/degree programs or other effective means of life and campus climate; baseline satisfaction ratings of relevant Noel-Levitz scales will be established

#### 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

<table>
<thead>
<tr>
<th>7.4 Hunter College’s College Now program will achieve 95% or more of its enrollment target</th>
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<tr>
<td>B. Maintain or improve the recent gains in the percentage of College Now students who complete CN courses with a C or better</td>
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<tr>
<td>C. Maintain enrollment in Adult and Continuing Education programs</td>
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</tbody>
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| 8. Increase revenues and decrease expenses | **8.1 Alumni-corporate fundraising will increase 10%**  
   A. Maintain or increase alumni and corporate giving  

|  | **8.2 Colleges will make progress within a declared capital campaign**  
   A. Complete the quiet phase of campaign for the main 68th St. Library and announce the public phase  
   B. Complete fundraising to acquire 26,000 square foot building adjacent to Hunter College  

|  | **8.3 Each college will achieve its revenue targets and improve or maintain high collection rates**  
   A. Meet CUNY’s agreed upon revenue targets  

|  | **8.4 Colleges improve or maintain sound financial management and controls**  
   A. Participate in the University's internal audit reviews. A plan will be developed to correct any identified weaknesses, as well as improve financial management and controls  
   B. Continue to maintain or lower the percentage of the budget spent on general administrative functions  

|  | **8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve**  
   A. Maintain Hunter’s budget reserves within agreed upon levels  

|  | **8.6 Contract/grant awards will increase**  
   A. Maintain or increase Hunter’s levels of grant submissions and external funding  

|  | **8.7 Indirect cost recovery ratios will improve**  
   A. Indirect cost recovery ratios will be maintained or improved  

|  | facilitating transfer  
7.3 % of College Now enrollment target achieved; registrations in adult and continuing education programs  

|  | 8.1 Alumni/corporate fundraising (CAE-VSE report) 3-year rolling average; colleges will provide evidence of increased alumni outreach  
8.2 Evidence of declared capital campaign with fundraising goal (through FY15), campaign chairperson, vision/case statement, and detailed plan  
8.3 Revenue as a percentage of target; collection rate  
8.4 % of budget spent on general administration; number of material weaknesses or significant deficiencies in annual internal control reviews  
8.5 % of allocated budget retained as reserve  
8.6 Contract/grant awards including specifically for research  
8.7 Indirect cost
| 9. Improve administrative services | 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges  
   A. As part of the Presidential Student Success Initiative, develop better and more immediate feedback mechanisms to gauge student satisfaction with administrative support services  
   B. The Office of Financial Aid (OFA) will increase FAFSA filing rate of Hunter College  
   C. OFA will develop an electronic loan application process for the Direct Loan Program  

9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs  
   A. As part of the Presidential Student Success Initiative, conduct a room usage and capacity analysis  
   B. Incorporate additional needed classroom space in the plans for the library  

9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws, and develop business continuity plans  
   A. Continue to update Risk Management plan and participate on the CUNY Risk Management Council  
   B. Review and revise current business continuity plans  
   C. Regularly backup critical data to be stored with Iron Mountain on a weekly rotation schedule  
   D. Continue to revise ICIT Disaster Recovery plan  
   E. Comply with all applicable collective bargaining agreements and Bylaws of CUNY  

9.4 All colleges will make progress on CUNYfirst implementation  
   A. Participate in CUNYfirst planning, training and implementation activities  

9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.  
   A. Continue to implement aspects of the completed multi-year sustainability plan, including increased recycling efforts and additional water filling stations  
   B. Review all-energy related initiatives, and implement wherever possible, in an effort to better utilize resources  

9.1 Colleges will present evidence of improved student satisfaction with nonacademic administrative support services; baseline satisfaction ratings of relevant Noel-Levitz scales will be established  
9.2 % of instruction delivered on Fridays, nights, weekends; evidence of space prioritization for degree and degree-related programs  
9.3 Evidence of compliance in target areas; evidence of a business continuity plan  
9.4 Evidence of participation in CUNYfirst training activities, effective communication, and change/change readiness activities  
9.5 Evidence of annual progress implementing goals and initiatives from each of the seven areas of a college’s multi-year sustainability plan (e.g., energy)