The City University of New York Performance Goals and Targets  
2012-2013 Academic Year  
Goals  
Objectives  
2012-2013 University Targets (with Representative Indicators)  
Macaulay 2012-2013 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)
   • N/A (Macaulay is not externally accredited).

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)
   • Create PR plan incorporating student awards – collaborate/coordinate with campuses
   • Design a pilot for a lower-division honors science curriculum to expand student preparation for science career options beyond medicine.
   • Revise capstone procedures and philosophy
     ○ Refine structure of Theses/Project Awards
     ○ Reimagine projects to incorporate non-traditional thesis
     ○ Develop pilot project for Annual Research Symposium.
     ○ Promote higher level quality of prize entries and increase participation by 15%
     ○ Establish external panel of readers through Macaulay Advisory Board and alumni
   • Explore and develop seminar curriculum, research projects, and fieldwork opportunities related to place-based building history in conjunction with new Director of the Building History Project at Macaulay.

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)
   • Operationalize the Macaulay strategic plan with timeline, action items, and team leaders
   • Implement enhanced data set and dashboard for central and campus management
   • Revise PMP goal-setting and review process internally to introduce individual campus discussions in preparation for 2013 PMP

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)
• Disseminate the ITF (Instructional Technology Fellow) model to other CUNY units, by consulting or presenting to planning meetings or CUNY-wide forums.
• Design and evaluate a model for an upper-level cross-campus online or blended experience such as a learning community or mini-course for Macaulay seniors, to promote cross-campus community and Macaulay identity through the use of technology.
• Promote the use of eportfolios for capstone/springboard project documentation. At least 60% of participants in the yearlong honors thesis colloquium will produce eportfolios to document their projects. (See 1.2 above)
• Continue integration of technology into Macaulay seminars, with particular attention to seminar three, with goal of having at least 65% of all sections report full or partial integration.
• Create “Faculty Tech Fair” to promote awareness and integration of digital tools among faculty. Evaluate faculty response and overall effectiveness in enhancing curriculum.

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)
• Require the distribution of the standards and shared principles document to all new faculty.
• Undertake an overall review (with Appointments Committee of College Council) of Macaulay seminar faculty experience and qualifications.

2.2 Increase faculty research/scholarship (Faculty scholarship and creative work)
• Increase research focus in Macaulay through expanded research opportunities and marketing/communications emphasis

2.3 Instruction by full-time faculty will increase incrementally (% of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty)
• Maintain the high full-time faculty percentage (>80%) currently in place in Macaulay seminar faculty, and monitor and evaluate the fit of faculty expertise and interests for specific seminar curricula.

2.4 Colleges will recruit and retain a diverse faculty and staff (Faculty and staff diversity and affirmative action reports)
• Work to recruit faculty from underrepresented groups, within the limits of campus-based faculty selection. In particular, Macaulay will attempt to increase the numbers of female faculty teaching the science and technology seminar.

Improve Student Success

3. Ensure that all students receive a quality general education and effective instruction
3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways initiative. (Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.))

- Develop a plan for a residential learning community, consistent with goals of strategic plan
- Evaluate potential of residential learning community to host general education courses

3.2 Colleges will improve basic skills and ESL outcomes (Basic skills test performance and related data).

- N/A (Macaulay does not admit students with basic skills or ESL requirements)

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).

- Identify and track students passing Gateway courses with a B or better. Identify courses and campuses where students receive a C or below.

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))

- Add metrics by campus for 1-yr and 2-year retention rate for underrepresented group and gender.
- Identify and report points in the curriculum or activities that negatively influence students’ persistence and retention (i.e., courses low grades or failure rates).
- Develop plan for diversity training and multicultural awareness in the Macaulay community
- Design a plan for at least one pilot for alternative instruction in one of the targeted gateway courses (Mathematics, Chemistry, Biology, Economics, Psychology) that most frequently correlate with student dismissal, particularly targeting students from underrepresented minorities.

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)

- Repeat the Faculty Assessment of Student Learning survey in spring 2013, with the goal of increasing the response rate (from 35 faculty responding in 2011-2012 to at least 50 faculty responding in 2012-2013).
- Publicize faculty data on assessing student learning, online and in college reports, especially faculty adjustments to teaching which have been informed by their assessments, to promote similar adjustments and sharing of best practices among Macaulay and other CUNY faculty.

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 undergraduate FTEs to headcount; % of students with major declared by the 70th credit; average # credits)
   - Promote additional sharing of best practices among the Macaulay advisors
     - Advisors from 7 campuses will participate in a professional development retreat, with emphasis on promoting timely progress toward degree
   - Expand analysis of courses and curriculum that negatively influence student retention or GPA requirements, building on last year’s work to identify problematic courses.
     - Prepare pilot plan for Macaulay Curriculum Committee to consider alternative pedagogical approach for problematic gateway course

4.2 Retention rates will increase progressively (1-yr retention rates and difference between actual and predicted 1-yr retention rates)
   - Maintain the current 1-year retention rate of 93.9% with focus on reducing the 7.3% gap between males and females by at least 1%.

4.3 Graduation rates will increase progressively in associate, baccalaureate, and master’s programs (assoc: 4-yr grad rates, difference between actual and predicted 4-yr grad rates; bacc: 4-yr grad rates, difference between actual and predicted 4-yr grad rates; master’s 4-yr grad rates)
   - Identify the current 4-year graduation rates as our baseline, with goal of increasing graduation rates by 1%. Break out performance by campus and establish annual goals.

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)
   - Complete and disseminate post-graduate profile of the class of 2012.
   - Develop plan for expanding advisor role in health-related professions
   - Maintain high satisfaction from students on graduating student survey in professional development with goal of increasing the number of students who indicate that the Macaulay Honors Program prepared them for a future career or profession to 76% from fall 2011 (74%), Fall 2010 (81%), Fall 2009 (78%), Fall 2008 (80%).

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)
   - Expand awareness of Macaulay to 6 top professional schools
   - Collect baseline data on the number of students who become employed at their internship site
   - Collect and analyze data on the number of students who apply and are accepted to graduate school, including medical and law school.

6. Improve the quality of campus life and student and academic support services
6.1 Colleges will improve the quality of student life and campus climate (*Colleges will present evidence of improved quality of life and campus climate; baseline satisfaction ratings of relevant Noel-Levitz scales will be established*)

- Senior Day: with goals of student recognition as well as building community and strengthening the Macaulay student network, design and implement new comprehensive event in fall of senior year to amalgamate seniors, advisors, parents, and Chancellor’s Awards for academic attainment and leadership.

6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology (*Colleges will present evidence of improved quality and satisfaction with student, academic and technological support services; baseline satisfaction ratings of relevant Noel-Levitz scales will be established*)

- A newly formed IR/Assessment committee comprised of advisors and Institutional Researchers from other campuses will collaborate on assessment and research projects conducted by the office of institutional research. The purpose of the committee is to provide feedback on the development of surveys, existing and new metrics for assessment, research projects and data analysis.
- Identify what initiatives below will be Macaulay vs. campus based to maximize student experience:
  - Work closely with Colleges on PMP 2013 goal-setting and report in a series of planning meetings and discussions
  - Maintain high level of satisfaction with undergraduate experience at Macaulay (93%) and CUNY (83%)
  - Evaluate opportunities for Macaulay leadership in student life
  - Implement web-based system to post internships, track student internship participation, and collect evaluations.
  - Continue high level of participation in and satisfaction with professional development workshops.
  - Establish baseline of professional development opportunities in various fields; increase company visits by 10%.
  - Develop plan to increase use of social media to promote services and opportunities to students.
  - Increase internship company postings by 10%.

**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 caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise (*Enrollment in degree programs; mean SATs/CAAs; % difference between target and actual FTE enrollment*)

- Given increasing applicant pools (up 36% last year), develop plan for scalable review that retains flexibility, campus engagement, and holistic principles.
- Collaborate and integrate John Jay into our marketing and outreach activities
• Evaluate success rate of marketing and events during the phases of the admissions process and revise as necessary to meet desired outcomes.
• Use predictive modeling to explore yield for approved enrollment targets established with our campus partners.
• Evaluate viability of alumni recruitment process

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges (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 facilitating transfer)
  • Increase the number of students who successfully registered for an e-permit course from 232 in 2011-2012 to at least 250 in 2012-2013 (an increase of 7.75%)

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
  • N/A (Macaulay does not include College Now, or adult or continuing education students)

8. Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising will increase 10% (Alumni/corporate fundraising (CAE-VSE report) 3-year rolling average; colleges will provide evidence of increased alumni outreach)
  • Increase giving by 10%
  • Expand pool of active alumni and build culture of giving within alumni relations.
    o Publish and disseminate Decennial report
    o Involve alumni representatives in freshman orientation
    o Launch alumni mentoring program in fall 2012
    o Expand annual appeal program to include direct mail print campaign
  • Complete Corporate and Foundation director search; transition majority of institutional relationships to new director
  • Grow number of Macaulay friends; build Friends of Macaulay steering committee and strengthen relationships with donors
  • Plan and execute comprehensive Parent Fund campaign

8.2 Colleges will make progress within a declared capital campaign (Evidence of declared capital campaign with fundraising goal (through FY15), campaign chairperson, vision/case statement and detailed plan)
  • Continue to build individual giving program to position Macaulay for capital campaign (See also 8.1)
  • Work with Foundation board to establish a Development Committee; identify potential campaign leadership
  • Identify 20 new prospects
  • Improve utilization of Raiser’s Edge system
8.3 Each college will achieve its revenue targets and improve or maintain high collection rates (*Revenue as a percentage of target; collection rate*)

- Assess current pledge collection rate to establish baseline. Write off uncollectible pledges and begin tracking rates.

8.4 Colleges will improve or maintain sound financial management and controls (% of budget spent on general administrative; number of material weaknesses or significant deficiencies in annual internal control reviews)

- Revise and improve reporting of expenditures for directors and college reports.
- Adapt recommendations from the Non-Tax Levy Accounts Policy and Controls Presentation for the 2012 CUNY Finance Officers Forum

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

- Revise and improve reporting of expenditures for directors, aligning categories with Strategic Plan and PMP.

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

- Target grant proposals for specific funding priorities

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

- Utilize Graduate Center indirect cost rates and guidelines to develop budgets for new proposals

9. Improve administrative services

9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges (Surveys of student satisfaction with non-academic administrative support services)

- Assess quality of assistance provided by Macaulay Central Office Staff
- Assess satisfaction with the Opportunities Fund Process – establish 90% as baseline for students satisfied or very satisfied with Opportunity Fund Process

9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs (% of instruction delivered on Fridays, nights, weekends; evidence of space prioritization for degree and degree-related programs)

- Review space utilization on an annual basis based on classroom/teaching, staff meetings and events, and rentals to the CUNY community and externally. Seek comments and action steps from space committee.
- Department deadlines will be established to ensure priority is given to degree and degree-related program activities
- Evaluate conference services processes from inquiry to booking and payment functions with facilities and IT staff.
9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements and applicable laws, and develop business continuity plans (Evidence of compliance in target areas; evidence of a business continuity plan)

- Annual meeting and assessments with Office of Affirmative Action, Risk Management, student and faculty related compliance.
- Form student emergency committee.
- Meet with Risk & Environmental Management team to assess campus safety.

9.4 All colleges will make progress on CUNYFirst implementation (Evidence of timely progress organizing a CUNYFirst team, training employees, communicating effectively and implementing CUNYFirst)

- CUNYFirst team will meet formally on a regular basis and report when necessary at staff meetings.

9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan (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))

- Sustainability committee will make formal recommendations to Dean. Submit short and long term plan to College Risk Management representative.
- Identify key areas to measure: electricity use, water, purchasing green products.