## 2012-2013 Performance Goals and Targets

### Raise Academic Quality

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<tr>
<th>Goals</th>
<th>Objectives</th>
<th>2012-2013 University Targets</th>
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<tbody>
<tr>
<td></td>
<td>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</td>
<td>1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies</td>
<td>1.1 Documented results of all accreditation reviews</td>
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<td>1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community</td>
<td>1.2 Recognition/validation from various external sources</td>
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<td>1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation</td>
<td>1.3 Evidence of making academic decisions informed by data, including shifting resources to University flagship and college priority programs</td>
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<td>1.4 Colleges will use technology to enrich courses and improve teaching</td>
<td>1.4 Reports of courses with a significant technology component and self-reports by colleges</td>
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**SPS Goals & Targets Objective 1: Strengthen CUNY Flagship and College Priority Programs, and Continuously Update Curricula and Program Mix.**

**Target 1.1a:** Implement the short-term goals outlined in the Strategic Plan.

**Target 1.1b:** Submit the Online Bachelor of Science in Health Information Management degree for accreditation candidacy with the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM).

**Target 1.2a:** Implement programs approved and registered by SED in 2011-12 (the BA in Disability Studies, the MA in Urban Studies, the MS in Information Systems).

**Target 1.2b:** Administer client satisfaction assessment to evaluate the services provided by SPS to its organizational partners through grants and contracts. Establish benchmarks and goals for client satisfaction for ongoing programs with revenues of $100,000 or more annually.

**Target 1.2c:** Complete the development of and receive approval, the first step towards program implementation and accreditation, for the Online Bachelor of Science degree in Nursing (BSN), scheduled to begin in Fall ’13.

**Target 1.3 and 1.4:** Launch courses in new online formats in SPS’s grant and contract programs with the New York City Human Resources Administration and the Office of Emergency Management; share results with the School’s faculty and staff to enhance the School’s online learning capabilities.

**Target 1.4a:** Increase the number of degree-program courses whose instructors implement ePortfolios as part of required coursework by 10%.
### Goals

**Raise Academic Quality**

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<tr>
<td>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</td>
<td>2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers</td>
<td>2.1 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</td>
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<td>2.2 Increase faculty research/scholarship</td>
<td>2.2 Faculty scholarship and creative work</td>
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<td>2.3 Instruction by full-time faculty will increase incrementally</td>
<td>2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty</td>
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<td>2.4 Colleges will recruit and retain a diverse faculty and staff</td>
<td>2.4 Faculty and staff diversity and affirmative action reports</td>
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### SPS Goals & Targets Objective 2: Attract and Nurture a Strong Faculty that is Recognized for Excellent Teaching, Scholarship, and Creative Activity

**Target 2.1a:** Enroll a minimum of 250 faculty from across academic programs and across CUNY campuses in “Growing Online Instruction at CUNY” through the Preparation for Teaching Online workshop and other faculty development offerings focused on hybrid and fully-online instruction at CUNY. Administer and analyze an end of workshop evaluation and faculty satisfaction survey to measure quality of program preparation. Analyze the number of workshop participants who go on to teach an online or hybrid course the following year.

**Target 2.1b:** Develop a new mandatory faculty orientation, external to Blackboard, for new faculty who are teaching online for the first time.

**Target 2.1c:** Create at least 5 advanced professional development workshops for faculty teaching in all delivery formats that target key areas for instructional improvement.

**Target 2.1d:** Train instructors to create their own multimedia, particularly course tours and welcoming videos.

**Target 2.2:** Create a site on the CUNY Academic Commons, and invite at least 24 interested CUNY faculty and staff to discuss 1) specific research questions related to online teaching, learning, and assessment, 2) organization of collaborative research possibilities, and 3) potential funding sources.

**Target 2.4a:** Increase outreach efforts to recruit a more diverse faculty and staff; this will include an analysis of all past and current TAM application data, to better understand how recruitment efforts are affecting the quality and diversity of applicants.

**Target 2.4b:** Recruit and hire 2 new full-time faculty members for the online RN-to-BSN Nursing degree, scheduled to begin in Fall 2013.
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<tr>
<td>Improve Student Success</td>
<td>3. Ensure that all students receive a quality general education and effective instruction</td>
<td>3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative</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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<td>3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses</td>
<td>3.2 Basic skills test performance and pass rates on exit from remediation; basic: % credits passed of those attempted for SEEK/ESL students; assoc: % of remedial students at 30 credits who have pass all basic skills tests</td>
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<td>3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study</td>
<td>3.3 % of students passing freshman composition and gateway math courses with a C or better; % of CLA target sample who were administered the CLA test</td>
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<td>3.4 Colleges will reduce performance gaps among students from underrepresented groups</td>
<td>3.4 1-yr retention rates by group status</td>
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<td>3.5 Colleges will show progress on implementing faculty-driven assessment of student learning</td>
<td>3.5 Evidence that faculty are assessing student learning, using results to make improvements, and documenting the process</td>
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SPS Goals & Targets Objective 3: Ensure that all Students Receive a Quality General Education and Effective Instruction

**Target 3.1a:** Review and revise existing undergraduate programs and courses as outlined in the SPS Pathways Implementation Plan and submit for approval by December, 2012.

**Target 3.2b:** Develop at least two minors in the undergraduate online degree programs, which will expand and increase access to advanced courses within the majors, in line with the Pathways initiative.

**Target 3.2a:** Pass rates of students in the General Education courses and in core courses in the online undergraduate degrees will be maintained at 85% or better.

**Target 3.2a:** Add a peer mentoring component, supervised by the CUNY Writing Fellows and drawing on the skills of the Instructional Technology staff, to provide students with early intervention and writing skills support.

**Target 3.5:** Develop a plan to assess the writing and reasoning skills of entering students in undergraduate online programs.
### Goals

**Improve Student Success**

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| 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  
4.2 Retention rates will increase progressively  
4.3 Graduation rates will increase progressively in associate, baccalaureate, and master’s programs | 4.1 % 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 complete freshman composition/credit-bearing math within 2 years of entry  
4.2 1-yr retention rates and difference between actual and adjusted 1-yr retention rates  
4.3 assoc: 4-yr grad rates, difference between actual and adjusted 4-yr grad rates; bacc: 4-yr grad rates, difference between actual and adjusted 4-yr grad rates; master’s: 4-yr grad rates |

**SPS Goals & Targets Objective 4: Increase Retention and Graduation Rates and Ensure Students make Timely Progress toward Degree Completion**

**Target 4.1a:** Publish student course evaluation results online.

**Target 4.1b:** Research and propose a course evaluation software solution that will eventually replace Survey Monkey.

**Target 4.1c & 4.2:** Implement 3 recommendations of SPS Retention Committee for improving retention in online undergraduate programs: a) add four full-time academic advisors, b) create greater consistency between online course sites, and c) create more robust presentation of student responsibilities and the demands of online learning during orientation.

**Target 4.2a:** Increase 1-year retention rates for undergraduate degree programs by 3%.

**Target 4.2b:** Increase 1-year retention rates for graduate degree programs by 2%.

**Target 4.2c:** Drawing on information gleaned from the 2011-12 pilot, revise the online orientation, and develop metrics to document the site’s effect on retention, comparing the incoming Fall 2012 online cohort to past Fall online cohorts.

**Target 4.3a:** Establish baseline 4-year and 6-year graduation rates for undergraduate degree programs.

**Target 4.3b:** Establish baseline 4-year graduation rates for graduate degree programs.
## Goals

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<tr>
<th>Improve Student Success</th>
<th>5. Improve postgraduate outcomes</th>
<th>2012-2013 University Targets</th>
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<td></td>
<td>5.1 Professional preparation programs will improve or maintain the quality of successful graduates</td>
<td>5.1 Pass rates and # of students passing licensure/certification exams</td>
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<td>5.2 Job and education rates for graduates will increase</td>
<td>5.2 College self-reports and surveys of graduates’ job placement rates; colleges report mean prof/grad school test scores of their bacc. graduates to OIRA; % of assoc. graduates working or continuing their education</td>
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### SPS Goals & Targets Objective 5: Improve Postgraduate Outcomes

#### Target 5.1a: Expand the Career Services Office that was established in Spring 2010 by:

- i. Identifying 10 new employer relationships and building on present connections to increase direct referrals by 15%.
- ii. Creating tools for use in determining career options for each program at SPS.
- iii. Increasing web-based career advising sessions from 5 to 20.

#### Target 5.1b: Expand the Alumni Relations and Development structure that was established in 2010-11 by:

- i. Analyzing the data collected in the June, 2012 Noel Levitz alumni survey, to determine post-graduation activity and develop best practices in information collection and review.
- ii. Increasing leadership participation in SPS Alumni Relations and Development committees including the Alumni Advisory Council and the SPS Foundation Board.
- iii. Developing and implementing a communication plan to promote SPS to alumni, friends, and supporters.
- iv. Expanding the presence of the Alumni Association at SPS events and increase alumni participation in giving opportunities.
## 2012-2013 Performance Goals and Targets

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<td>Improve Student Success</td>
<td>6. Improve quality of campus life and student academic support services</td>
<td>6.1 Colleges will improve the quality of student life and campus climate.</td>
<td>6.1 Colleges will present evidence of improved quality of life and campus climate; baseline satisfaction ratings of relevant Noel-Levitz scales will be established</td>
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<td>6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.</td>
<td>6.2 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</td>
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**SPS Goals & Targets Objective 6: Improve Quality of Campus Life and Student Academic Support Services**

**Target 6.1a:** Implement a mobile-ready version of the SPS website.

**Target 6.1b:** Implement the recommendations regarding SPS student organizations that were submitted to the Dean in Summer 2012.

**Target 6.1c:** Promote the new SPS Student Resource and Learning Center.

**Target 6.1d:** Create a database to enable tracking of accommodation processes for students with disabilities.

**Target 6.1e:** Prepare training materials for faculty to use in engaging their student veterans.
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<td>Enhance Financial and Management Effectiveness</td>
<td>7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses</td>
<td>7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise</td>
<td>7.1 Enrollment in degree and adult and continuing education programs; mean SATs/CAAs; % difference between target and actual FTE enrollment</td>
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<td>7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges</td>
<td>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 facilitating transfer</td>
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<td>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</td>
<td>7.3 % of College Now enrollment target achieved; registrations in adult and continuing education programs</td>
</tr>
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</table>

SPS Goals & Targets Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses.

**Target 7.1a:** Increase enrollment in undergraduate online degree programs by 2% (from 909 in Fall '11 to 927 in Fall '12).

**Target 7.1b:** Increase enrollment in master’s degree programs by 5% (from 394 in Fall '11 to 413 in Fall '12).

**Target 7.1c:** Maintain the School’s portfolio of 22 grants and contracts and continue to maintain high levels of program coordination with current program partners.

**Target 7.2a:** Implement SPS’s instance of DegreeWorks with the School’s undergraduate academic programs.

**Target 7.2b:** Convene faculty and course development workshops to prepare instructors and Blackboard course sites for Pathways curricular changes.

**Target 7.2c:** Do the work necessary to make SPS Online Pathways Common Core courses available to students across CUNY.
## Goals

### Enhance Financial and Management Effectiveness

- **Objectives**: Increase revenues and decrease expenses

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<tr>
<td>8.1 Alumni-corporate fundraising will increase 10%</td>
<td>8.1 Alumni/corporate fundraising (CAE-VSE report) 3-year rolling average; colleges will provide evidence of increased alumni outreach</td>
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<tr>
<td>8.2 Colleges will make progress within a declared capital campaign</td>
<td>8.2 Evidence of declared capital campaign with fundraising goal (through FY15), campaign chairperson, vision/case statement, and detailed plan</td>
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<td>8.3 Each college will achieve its revenue targets and improve or maintain high collection rates</td>
<td>8.3 Revenue as a percentage of target; collection rate</td>
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<tr>
<td>8.4 Colleges improve or maintain sound financial management and controls</td>
<td>8.4 % of budget spent on general administration; number of material weaknesses or significant deficiencies in annual internal control reviews</td>
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<td>8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve</td>
<td>8.5 % of allocated budget retained as reserve</td>
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<td>8.6 Contract/grant awards will increase</td>
<td>8.6 Contract/grant awards including specifically for research</td>
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<tr>
<td>8.7 Indirect cost recovery ratios will improve</td>
<td>8.7 Indirect cost recovery as ratio of overall grant/contract activity</td>
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### SPS Goals & Targets Objective 8: Increase Revenues and Decrease Expenses

**Target 8.1a:** Increase alumni/corporate/staff/faculty fundraising by 5%.

**Target 8.1b:** Hire a new Director of Institutional Advancement.

**Target 8.2:** Continue progress of SPS Capital Campaign by launching public phase announcing fundraising and programmatic priorities.

**Target 8.3a:** Achieve the 2012-2013 revenue target set for SPS by the University Budget Office.

**Target 8.3b:** Hire a new Director of Marketing and Communications.

**Target 8.3c:** Maintain a 93% collection rate across all degree, non-degree, and non-credit programs.

**Target 8.4a:** Maintain a baseline percentage of 28% of SPS expenditures on Administrative Services in FY12.

**Target 8.4b:** Write and disseminate a procedure handbook on financial management for SPS grants and contracts for program managers

**Target 8.6:** Increase revenue from the School’s grants, contracts, and CUNY projects by 5% over 2011-2012 revenue for a target of $6,918,000.
### Goals
Enhance Financial and Management Effectiveness

### Objectives
9. Improve administrative services

### 2012-2013 University Targets
- 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges
- 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs
- 9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws, and develop business continuity plans
- 9.4 All colleges will make progress on CUNYfirst implementation
- 9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

### Indicators
- 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)

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**SPS Goals & Targets Objective 9: Improve Administrative Services**

**Target 9.1:** Evaluate and realign the administrative offices to improve and expand administrative support for SPS, making recommendations for additional staffing lines as necessary.

**Target 9.2:** Work with the University planning team to ready the new facility at 119 West 31st Street, SPS’s future home.

**Target 9.3:** Develop Business Continuity Plans for the Business Office and the Office of Information Technology, in preparation for the School’s move to its new space at 119 W. 31st St.

**Target 9.4:** Participate in work teams and training sessions in support of the University’s CUNYFirst implementation.