

The City University of New York Performance Goals and Targets

2009-2010 Academic Year

Goals	Objectives	2009-2010 University Targets	Indicators
Raise Academic Quality	1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix	1.1 Resources will be shifted to University flagship and college priority programs to support the University's commitment to become a research-intensive institution 1.2 CUNY and its colleges will draw greater recognition for academic quality 1.3 Program reviews, with analyses of enrollment and financial data, will shape academic decisions and allocations by colleges 1.4 Colleges will use technology to enrich courses and teaching	1.1 Documented improvement of flagship and priority programs, and research programs 1.2 Recognition/validation from external sources 1.3 Self-reports by the colleges 1.4 Reports of courses with a significant technology component and self-reports by colleges
	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 2.2 Increase faculty research/scholarship 2.3 Instruction by full-time faculty will increase incrementally 2.4 Colleges will recruit and retain a diverse faculty and staff	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 2.2 Faculty scholarship and creative work 2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty 2.4 Faculty and staff diversity and affirmative action reports
Improve Student Success	3. Ensure that all students receive a quality general education and effective instruction	3.1 Colleges will provide students with a cohesive and coherent general education 3.2 Colleges will improve basic skills and ESL outcomes 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study 3.4 Show & pass rates on CUNY proficiency exam will increase 3.5 Colleges will reduce performance gaps among students from underrepresented groups and/or gender 3.6 Colleges will show progress on implementing faculty-driven assessment of student learning	3.1 Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.) 3.2 Basic skills test performance and related data. (Ex. % enrolled in summer immersion with an increase in score at end of summer, pass rates on exit from remediation. Bacc. colleges: % of SEEK and ESL students who pass skills tests in 2 yrs.; % of instructional FTEs in lower division courses delivered by full-time faculty. Assoc. colleges: % of remedial students at 30 credits who pass all basic skills tests) 3.3 % of students passing gateway courses with C or better 3.4 Show & pass rates on CUNY proficiency exam 3.5 1-yr. retention rates by underrepresented group status and gender; for all students, % of credits attempted that are earned by underrepresented group status and gender (Fall semester) 3.6 Documented evidence that faculty are assessing student learning, using results to make improvements, and documenting the process
	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 masters programs	4.1 % of freshmen and transfers taking a course the summer after entry; ratio of undergrad FTEs to headcount; % of students with major declared by the 70 th credit; average # credits earned in first 12 months 4.2 1-yr. and 2-yr. retention rates 4.3 6-yr. AA/AS/AAS, BA/BS graduation rates; 4-yr. BA/BS graduation rates; 4-yr. MA/MS graduation rates

	5. Improve post-graduate outcomes	5.1 Professional preparation programs will improve or maintain high numbers of successful graduates 5.2 Job and education rates for graduates will rise	5.1 Pass rates and # of students passing licensure/certification exams 5.2 College self-reports and surveys of graduates' job placement rates; % of graduates continuing their education
	6. Improve quality of student academic support services	6.1 Colleges will improve the quality of academic support services, academic advising, and use of technology to strengthen instruction	6.1 Student experience survey results and other data and reports on improved quality and satisfaction with academic and technological support services, including academic advising
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 increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges 7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity	7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs 7.2 Ex: TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc. 7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled
	8. Increase revenues and decrease expenses	8.1 Alumni-corporate fundraising will increase or maintain current levels 8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education 8.3 Each college will lower or hold constant the percentage of its tax-levy budget spent on administrative services 8.4 Colleges will implement financial plans with balanced budgets 8.5 Contract/grant awards will rise 8.6 Indirect cost recovery ratios will improve	8.1 Alumni/corporate fundraising (CAE-VSE report) 8.2 Revenue 8.3 % of budget spent on administrative services 8.4 Financial health and evidence of a solid financial plan 8.5 Contract/grant awards (RF Report + CUNY projects) including for research 8.6 Indirect cost recovery as ratio of overall grant/contract activity
	9. Improve administrative services	9.1 Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact 9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges 9.3 The % of instruction delivered on Fridays, nights, weekends will rise to better serve students and use facilities fully 9.4 Prepare and implement a campus risk management plan that is integrated with the University's risk management program 9.5 All colleges will make timely progress in CUNY FIRST implementation 9.6 Each campus should have a functioning campus sustainability council and have a recognized, multi-year campus sustainability plan	9.1 Evidence of foundation restructuring 9.2 Surveys of student satisfaction with nonacademic administrative support services 9.3 % of instruction delivered on Fridays, nights, weekends 9.4 Present to the Risk Management Council the plan and the metrics by which its successful implementation will be measured 9.5 Evidence of leadership/communication, deployment of campus supplied trainers, and organizational readiness 9.6 Evidence that the committee meets regularly and progress is being made on implementation of the multi-year plan