Goal 1: Raise Academic Quality

Objective 1: Strengthen college priority programs and continuously update program mix

1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies

- 1.1.01 - Colleges will report Middle States accreditation activity and status for the current year, including any public statements by Middle States
- 1.1.02 - Colleges will report on professional accreditation activity for the current year, including any change in status
- 1.1.03 - Colleges will submit updated professional accreditation information (template to be provided)

> College target: maintain NASPAA accreditation

- 1.1.04 - Indicator in 13-14 will be the late draft of the report for submission later in the summer (due Aug 2014). NASPAA will not provide feedback until the following AY.
  
  Expected Activities: School of Public Affairs will conduct NASPAA reaccreditation self-study to be submitted Summer 2014 for site visit the following academic year.

> College target: maintain AACSB accreditation

Expected Activities: Zicklin School of Business will prepare AACSB maintenance accreditation report to be submitted Summer 2014 for site visit the following academic year.

> College target: maintain CAHME accreditation

Expected Activities: Zicklin School will file a second-year report to CAHME (Commission on Accreditation of Healthcare Management Education).

1.2 Colleges will improve the use of program reviews to shape academic decisions

- 1.2.01 - Colleges will submit a program review calendar indicating schedule of self-study, external review, and/or first year implementation of recommendations for all programs not otherwise separately accredited; to be updated each year (template to be provided)
- 1.2.02 - Colleges will submit documentation for a departmental program review for which the current or the prior academic year was the first year of recommendation implementation (self-study, external review report, summary of recommendations/implementation plan, and resulting actions by the college)
- 1.2.03 - Colleges will provide evidence that program planning aligns with college strategic plan and mission

> College target: conduct external reviews of all academic departments on 5-7 year cycle

Expected Activities: External reviews to take place in Journalism and Finance. Schedule submitted in spring 2013 has been amended. WSAS has moved from 5 yr cycle to 7yr, in order to allow more time for changes to be made in response to findings. New schedule to follow.

> College target: devote resources to learning assessment activities

Expected Activities: SPA to dedicate .75 FTE to assessment.

> college target: create divisional strategic plans in alignment with the College’s


> college target: create divisional strategic plans in alignment with the College’s

Expected Activities: Zicklin will develop a comprehensive plan to manage its adjunct faculty.
2013-14 College Goals and Targets Report:

**Goal 1: Raise Academic Quality**

**Objective 1: Strengthen college priority programs and continuously update program mix**

- **Expected Activities**: SPA to adopt new five-year strategic plan.

> **college target**: create divisional strategic plans in alignment with the College’s

- **Expected Activities**: Weissman School of Arts & Sciences to adopt five-year strategic plan.

> **college target**: The Honors Program will continue to develop program-based assessment.

- **Expected Activities**: First exit survey (administered Sp 13) will be reviewed for actionable items and revised for administration in 2014 to address issues of student achievement.

> **college target**: The Honors Program will continue to develop program-based assessment.

- **Expected Activities**: Program will develop better systems for reporting year-over-year data.

**1.3 Colleges will use technology to enrich courses and improve teaching**

- **1.3.01 - Percentage of instructional FTEs delivered partially or totally online**
  
<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>2.9</td>
<td>5.0%</td>
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</table>

- **Expected Activities**: Enlist 50 faculty volunteers for a 90 minute seminar/workshop introducing ideas about transforming to hybrid instruction. (perceptions) Enlist 8 faculty by competitive proposal for released time to plan and test hybrid course delivery. (knowledge, skills) The Provost will champion the transition to on-line learning with a Baruch audience at least once each month. (perceptions) We will conduct one major paired experiment in introductory economics to assess student learning, student perceived satisfaction, and faculty learning in a large enrollment, hybrid course. (knowledge)

> **college target**: continue to keep smart classrooms up to date

- **Expected Activities**: Equipment upgrades in all classrooms in the Newman Vertical Campus will be completed. By the end of the year no equipment in any of the classrooms will be more than two years old.

> **college target**: create innovative online education opportunities

- **Expected Activities**: SPA to collaborate with at least one international partner to offer coursework online sourced from the international partner institution.

> **college target**: create innovative online education opportunities

- **Expected Activities**: Director of Online Learning and Evaluation (OLE) will conduct a large-scale experiment with Economics 1001 to evaluate the effectiveness of hybrid teaching.

> **college target**: Continue to offer 50 licenses of Rosetta Stone to ESL students. Increase weekly usage rate.

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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>71.0%</td>
<td>80.0%</td>
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</table>

> **college target**: Expand use of VOCAT (Video Oral Communication Assessment Tool)

- **Expected Activities**: Schwartz Communication Institute will pilot a new version of VOCAT in at least 30 sections in several courses including ACCT 2101, COM 1010, and BPL 5100.

> **college target**: expand use of VOCAT

- **Expected Activities**: Develop a policy for sharing the new VOCAT with other colleges.

> **college target**: Expand faculty development efforts

Printed on 10/17/2013

College report submission date: 10/2/2013
2013-14 College Goals and Targets Report:

Goal 1: Raise Academic Quality

Objective 1: Strengthen college priority programs and continuously update program mix

Expected Activities: Schwartz Communications Institute will develop programs of support for MGT 4880 and IBS 5750, and will continue to focus on faculty development, offering at least 15 professional development sessions in AY 2013-14. Professional development sessions will focus on faculty across all disciplines as well as specific faculty teaching Communication-Intensive Courses (CICs). Each session integrates an exit survey measuring faculty interest and effectiveness of the session.

> college target: expand use of Blogs@Baruch

Expected Activities: Schwartz Communications Institute will refine and streamline a system to facilitate collection of metadata on Blogs@Baruch usage.

> college target: expand use of Blogs@Baruch

Expected Activities: Institute staff will work with BCTC to strengthen Help Desk support for Blogs@Baruch.

> college target: expand use of Blogs@Baruch

Expected Activities: Sites at Blogs@Baruch will be integrated into the curriculum of at least 80 sections in AY 2013-14. Blogs@Baruch provides a stable platform for students, faculty, and staff at Baruch College to publish and connect around their work inside and outside of the classroom. Desired outcomes include activity that takes advantage of the system's flexibility, exposure for students to processes of content management on the Web, and engagement by faculty members in dialogue around how to teach with digital technologies.

> college target: integrate innovative technology into curriculum

Expected Activities: Zicklin will utilize 3-D printing technology as part of two newly developed studio courses: MGT 9994 (Special Topics in Entrepreneurship: Innovation Accelerator), and MGT 4093 (Special Topics: Business Meets 3D Digital Design and Fabrication)

Objective 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

2.1.01 - Colleges will provide evidence that investments in faculty hiring and development align with college strategic plan and mission

> college target: recruit an excellent faculty.

Expected Activities: New faculty to be added to: SPA; Accountancy; Economics/Finance; Law; Management; Marketing/International Business; Real Estate; Statistics/Computer Information Systems; Black & Hispanic Studies; Communication Studies; English; Math; Political Science; and Sociology/Anthropology.

> college target: Establish a Center for Teaching and Learning

Expected Activities: Baruch's Strategic Plan for the next five years calls for the establishment of a Center for Teaching and Learning.

This year's goal: Appoint one or two Faculty Fellows for Spring 2014 charged with doing research on hybrid/online teaching and facilitating its implementation in programming for Fall 2014. Develop provisional mission statement, description of the position of director, and search for director.

> college target: build a culture of excellence among the faculty

Expected Activities: Zicklin will hold a series of orientation meetings for new 2013 full-time faculty.

> college target: build a culture of excellence among the faculty
2013-14 College Goals and Targets Report:

**Goal 1: Raise Academic Quality**

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

Expected Activities: Zicklin will launch a Faculty Resources webpage to assist new faculty in developing syllabi, acquaint them with Program Learning Goals, and help them find answers to policy and 'who do I ask about (x)’ questions via an FAQ list.

**2.2 Colleges will increase research capacity and research productivity, including for pedagogical research**

- **2.2.01** - Colleges will report faculty scholarship and creative activity (OIRA will compute average pieces of scholarship per full-time faculty member)
  
<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>0.8</td>
<td>1.0</td>
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</table>

> College target: increase research opportunities for faculty

Expected Activities: SPA will make available a new fund, to be distributed by the Dean upon recommendation of the Research Committee, to advance faculty research, with a special emphasis on leveraging external research support.

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

- **2.3.01** - Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty
  
<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>49.0</td>
<td>51.0</td>
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</table>

- **2.3.02** - Annual mean teaching hours of veteran full-time faculty
  
<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>15.4</td>
<td>15.4</td>
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</table>

Goal is to maintain teaching effort of veteran faculty as we strive to boost scholarly productivity. WSAS has initiated a competitive process for awarding reassigned time for scholarly projects that will mitigate progress on this goal while presumably aiding our performance on target 2.2.

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

- **2.4.01** - Faculty and staff diversity and affirmative action reports (prepared by OHRM)

> college target: seek to recruit and retain a diverse faculty

Expected Activities: Recruitment efforts in Zicklin School will focus on relationship with the PhD Project

> college target: seek to recruit and retain a diverse faculty

Expected Activities: Ackerman Programs will again focus on workforce diversity.

**Goal 2: Improve Student Success**

**Objective 3: Ensure that all students receive a quality general education and effective instruction**

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

- **3.1.01** - Percentage of SEEK students passing freshman composition/gateway mathematics courses with a C or better (bacc.)

- **3.1.02** - Percentage of ESL students passing a freshman composition course with a C or better (bacc.)

- **3.1.07** - USIP participation rate of entering freshman and transfers with initial remedial need

**3.2 Colleges will improve student academic performance, particularly in the first 60 credits of study**

- **3.2.01** - Percentage of students passing freshman composition with a C or better
  
<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>94.9</td>
<td></td>
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</table>

  Expected Activities: Maintain high pass rate for freshman composition course. With pass rates hovering between 94-96% for the past five years, there is no room for improvement on this measure.

- **3.2.02** - Percentage of students passing gateway math courses with C or better
  
<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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</thead>
<tbody>
<tr>
<td>56.8</td>
<td>62</td>
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</table>
2013-14 College Goals and Targets Report:

Goal 2: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

- 3.2.03 - Institutional value-added as measured by the CLA

> college target: Increase pass rate for MTH 2140 Pathways course.

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>46.0%</td>
<td>50.0%</td>
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</table>

Expected Activities: SACC will increase tutoring for this course.

3.3 Colleges will reduce performance gaps among students from underrepresented groups

- 3.3.01a - One-year retention rate gap between under-represented minorities and non-under-represented minorities (bacc.)

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>-2.0</td>
<td>&gt; -2.0</td>
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</tbody>
</table>

Objective 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

- 4.1.01 - Percentage of freshmen and transfers taking one or more courses the summer after entry

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>41.1</td>
<td>41.0%</td>
</tr>
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</table>

As more students arrive with advanced placement credit, fewer are interested in summer study.

- 4.1.02 - Average number of credits earned in first twelve months by full-time first-time freshmen (bacc.)

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>28.1</td>
<td>28.5</td>
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</table>

Maintain high rate.

- 4.1.03a - Ratio of undergraduate FTEs to headcount (bacc.)

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>0.827</td>
<td>0.830</td>
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</table>

4.2 Retention rates will increase progressively

- 4.2.01a - One-year retention rate of full-time, first-time freshmen (bacc.)

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>91.5</td>
<td>91.5</td>
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</table>

Maintain high rate above 90%.

- 4.2.02a - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, bacc.)

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<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>7.3</td>
<td></td>
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</table>

Expected Activities: Continue to perform better than predicted rate.

- 4.2.03 - One-year retention rate of full-time transfers (bacc.)

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>85.5</td>
<td>87.0</td>
</tr>
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</table>

4.3 Graduation rates will increase progressively in associate, baccalaureate, and master’s programs

- 4.3.01a - Four-year graduation rate of full-time, first-time freshmen (bacc.)

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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tr>
<td>35.5</td>
<td>37.0</td>
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</table>

Expected Activities: Identify for special communication students with credits that put them within one term of degree completion. Encourage graduates to apply for graduation two months earlier than has previously been our practice. This provides more time for correction of degree completion deficiencies in the final semester. Provide a dedicated academic advisor and registrar staff to facilitate as a priority advisement/registration into needed sections. Identify financial aid issues that may be preventing degree completion by targeted students and address when feasible.

- 4.3.02a - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, bacc.)

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>6.7</td>
<td></td>
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</table>

Expected Activities: Continue to perform better than predicted.

- 4.3.03 - Four-year graduation rate of full-time transfers (bacc.)

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>69.3</td>
<td>69.7</td>
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</table>

Maintain high rate.
2013-14 College Goals and Targets Report:

**Goal 2: Improve Student Success**

**Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion**

- 4.3.04 - Four-year graduation rate of master's students
  - Year-End Value: 78.0
  - College target: 78.5

**Objective 5: Improve post-graduate outcomes**

5.1 Professional preparation programs will improve or maintain the quality of successful graduates

- > college target: CPA pass rates will rise
  - 5.1.06 - BBA First-Time Taker Events
    - Year-End Value: 51.6%
    - College target: 52.5%

- > college target: CPA pass rates will rise
  - 5.1.07 - Advanced-Degree First-Time Takers
    - Year-End Value: 65.8%
    - College target: 67.0%

- > college target: CPA pass rates will rise
  - Expected Activities: Stan Ross Department of Accountancy will institute a CPA review course to improve the CPA pass rate.

- > college target: increase numbers of students preparing for post graduate study
  - 5.1.10 - Number of GMAT tests taken during academic year (includes repeats)
    - Year-End Value: 900
    - College target: 920

- > college target: increase numbers of students preparing for post graduate study
  - 5.1.11 - Number of LSAT tests tracked monthly by Star Career Development Center (June 2011, August 2012) (includes repeats)
    - Year-End Value: 33
    - College target: 35

5.2 Job and education rates for graduates will increase

- 5.2.01 - Colleges will report on post-graduate satisfaction rate of graduates one year after graduation (job and education, bacc.)
  - Year-End Value: 73.0%
  - College target: 73.0%

  Current job market is trending slow, and maintaining rate will be a positive outcome.

- > college target: Increase use of Starr Career Center
  - 5.2.03 - Use of Starr Career and Development Center
    - Year-End Value: 69.0%
    - College target: 72.0%

- > college target: Increase reporting rates for post-graduate outcomes survey.
  - 5.2.04 - Percentage of the graduating class reporting post graduate plans
    - Year-End Value: 60.0%
    - College target: 62.0%

- > college target: Focus assessment of career development activities on learning outcomes.
  - 5.2.05 - percentage of students who respond correctly to all questions about the on-campus recruiting program based on information presented in SCDC workshops
    - Year-End Value: 52.0%
    - College target: 60.0%

- > college target: Honors Program will report on honors student job placement.
  - Expected Activities: Establish baseline placement rate.

- > college target: expand reach of Executives on Campus program
  - Expected Activities: Executives on Campus will increase its outreach to mentors and students, and make a specific outreach effort to veteran mentors and students. EOC will also increase its efforts to train mentors.

- > college target: Increase proportion of law school applicants who matriculate.
2013-14 College Goals and Targets Report:

**Goal 2: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

- 5.2.08 - percentage of those applying to law school who matriculate

  
<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tr>
<td>66.0%</td>
<td>68.0%</td>
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</table>

> college target: Expand Rising Starr Sophomore program.

Expected Activities: Add track for Accounting majors to provide soft skills training to students in this field.

> college target: Increase use of Focus 2 online career and educational planning tool.

Expected Activities: Train five additional staff on campus in Focus 2 use.

**Objective 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.**

- 6.1.01 - Colleges will present evidence of improved quality of life and campus climate

- 6.1.02 - Campus Climate (Noel-Levitz scale)

<table>
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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>4.98 (1.10)</td>
<td>off year</td>
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</table>

- 6.1.03 - Responsiveness to Diverse Populations (Noel-Levitz scale)

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<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>5.15 (1.29)</td>
<td>off year</td>
</tr>
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- 6.1.04 - Safety and Security (Noel-Levitz scale)

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<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>4.87 (1.34)</td>
<td>off year</td>
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- 6.1.05 - Student Centeredness (Noel-Levitz scale)

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<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>4.79 (1.24)</td>
<td>off year</td>
</tr>
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</table>

- 6.1.06 - Campus Life (Noel-Levitz scale)

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<tr>
<th>Year-End Value</th>
<th>College target</th>
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<tbody>
<tr>
<td>4.94 (1.13)</td>
<td>off year</td>
</tr>
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</table>

> college target: increase institutional effectiveness

Expected Activities: Newly reconstituted College Senior Staff will work across all units of the College to improve the quality of the student experience. Institutional effectiveness website will launch. A minimum of six “cross-border teams” will be established to address specific campus-wide challenge areas. Staff development training in service excellence, change management, and business intelligence will be launched. By end of AY 13-14, 80% of non-faculty full-time staff will have been trained.

> college target: increase services for international students

Expected Activities: SPA will initiate an international students orientation program and create a “buddy” system to match inbound international students with experienced international students and/or staff. Goal: 25 international students matched in AY13-14.

> college target: Honors Program will become a focal point for high achieving students.

Expected Activities: A robust program of fellowships and grants will be initiated. A full-time advisor for post-graduate and national fellowships will be appointed. Fifty (50) student applications for such opportunities will be submitted this year. Publish a fellowship website that includes interactive program search engine in Fall 13. Host eight fellowship outreach meetings during the academic year. Convene faculty advisory committee to meet at least twice in Spring 2014.

> college target: Honors Program will become a focal point for high achieving students.
Expected Activities: Benchmark number of students currently engaged in independent research activities to increase that number in subsequent years. To establish benchmarks, we will: Identify existing opportunities for students to engage in independent research; identify the number of students who avail themselves of such opportunities; develop an honors track for students engaged in independent research in conjunction with the Provost’s Office of Undergraduate Research.

6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

- 6.2.01 - Colleges will present evidence of improved quality and satisfaction with student, academic, and technological support services

- 6.2.02 - Academic Advising Effectiveness (Noel-Levitz scale)
  Year-End Value: 5.06 (1.30)  College target: off year

- 6.2.03 - Campus Support Services (Noel-Levitz scale)
  Year-End Value: 5.25 (1.08)  College target: off year

- 6.2.04 - Concern for the Individual (Noel-Levitz scale)
  Year-End Value: 4.80 (1.25)  College target: off year

- 6.2.05 - Academic Services (Noel-Levitz scale)
  Year-End Value: 5.08 (1.10)  College target: off year

- 6.2.06 - Percentage of degree students using DegreeWorks for degree audit

> college target: Increase usage of the ESL speech lab.

- 6.2.07 - Number of individual students served in the ESL lab
  Year-End Value: 227  College target: 238
  Expected Activities: Increase by 5%.

> college target: Increase usage of the ESL speech lab.

- 6.2.08 - Total hours in which the ESL lab is used
  Year-End Value: 731.5  College target: 768
  Expected Activities: Increase by 5%.


- 6.2.09 - Number of individual students served in Tools for Clear Speech workshops
  Year-End Value: 371  College target: 390
  Expected Activities: Increase by 5%.
  5% increase is max, as space capacity will be reached at that point.


- 6.2.10 - Total number of Tools for Clear Speech workshop hours delivered
  Year-End Value: 730  College target: 766
  Expected Activities: Increase by 5%.

> college target: SACC will increase hours of Math workshops.

- 6.2.11 - Total number of Math workshop hours delivered
  Year-End Value: 2861  College target: 3147
  Expected Activities: Increase by 10%.
2013-14 College Goals and Targets Report:

Goal 2: Improve Student Success

Objective 6: Improve the quality of campus life and student and academic support services

> college target: Improve student satisfaction with technology and library services.

Expected Activities: In early fall 13 a brief online survey of undergrads will identify the factors that contribute most to determining student satisfaction with 3 items on Noel-Levitz survey: computer labs are adequate and accessible; library resources and services are adequate; library staff are helpful and approachable. Results of the survey will be used to determine specific measures that will be taken over the remainder of the academic year to improve the delivery of these three services.

> college target: improve student satisfaction with library.

Expected Activities: The library will implement a training program for its service desk staff based on the principles and techniques practiced by the Union Square Hospitality Group.

> college target: improve student satisfaction with technology and library services.

Expected Activities: Laptops and iPads will be made available for free loan to students through a self-service dispensing kiosk.

> college target: improve academic advising.

Expected Activities: SPA will reorganize its advisement services under the Associate Dean for Academic Affairs. Grad and ugrad advisement to co-locate, and advisors cross-trained to ease workflow bottlenecks and improve general awareness among advisement staff of all of SPA's four degree programs.

> college target: Writing Center will increase its outreach.

Expected Activities: Writing Center will establish satellite location at the Library Reference desk. Center will offer at least 300 student consultations at the reference desk.

> college target: Writing Center will increase its outreach.

Expected Activities: Increase by approximately 10%.

> college target: Writing Center will increase its outreach.

Expected Activities: Increase by approximately 5%.

> college target: Academic Advising will increase outreach to at risk students

Expected Activities: Increase by approximately 5%.

> college target: Academic Advising will increase outreach to at risk students

Expected Activities: Increase by approximately 5%.

Goal 3: Enhance Financial and Management Effectiveness

Objective 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
Goal 3: Enhance Financial and Management Effectiveness

Objective 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

- 7.1.01 - Percentage difference between target and actual FTEs
  Year-End Value: -0.1

- 7.1.02 - FTE enrollment
  Year-End Value: 13,701

- 7.1.03 - Total headcount
  Year-End Value: 17,373

- 7.1.04 - Undergraduate headcount
  Year-End Value: 13,777

- 7.1.05 - Graduate headcount
  Year-End Value: 3,596

- 7.1.06 - Mean SAT score of first-time freshmen (bacc.)
  Year-End Value: 1230
  College target: 1230
  Our goal is to maintain average SAT score while adjusting the entering student mix, with fewer for Zicklin and more for WSAS and SPA.

- 7.1.07 - Mean CAA of first-time freshmen (bacc.)
  Year-End Value: 87.2
  College target: 87.5

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges

- 7.2.01 - Colleges will report on outcomes related to efforts to establish, update or grow joint degree programs

- 7.2.02 - Colleges will report on outcomes related to articulation agreements (transfer under existing agreements, establishment of new agreements)
  > college target: College will be responsive to the needs of the School of Professional Studies.
  Expected Activities: Newman Library will expand its support of SPS academic programs to include its two new undergraduate programs: Nursing and Urban and Community Studies.

  > college target: College will report to community colleges on results of articulation agreements.
  Expected Activities: College will report to each community college on the progress toward bachelor's degrees by their students who transfer to Baruch.

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

- 7.3.01 - Percentage of College Now enrollment targets achieved
  Year-End Value: 86.0
  College target: 90.0%
  Long term target: 95.0%

- 7.3.02 - Colleges will provide data to demonstrate how ACE programs are aligned with institutional priorities

Objective 8: Increase revenues and decrease expenses

8.1 Colleges will increase revenues

- 8.1.01 - Alumni-corporate fundraising (voluntary support) 3-yr weighted rolling average

- 8.1.02 - Tuition and fee collection rate 3-yr weighted rolling average
  Year-End Value: 96.6
  College target: 97.0%
Goal 3: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

• 8.1.03 - Grants and contracts 3-yr weighted rolling average
  College target: $6.4 million

  Expected Activities: Baruch's strategic plan calls for RF awards to reach $12 million by 2018. Current college practices and resource allocations have not been able to either retain faculty with grants or support current grant/contract holders. Sponsored program activity peaked in 2011 and has since declined. The College needs a new and sustainable plan to retain, hire, support, and develop faculty research programs that can attract external funding. The implementation plan will also identify faculty members in areas of research excellence and develop an investment/incentive strategy to increase their level of sponsored research. The College has about 85 awardees with an average award level of about $75,000. To meet the $12,000,000 goal, in the next five years the College would need to increase the number of awardees to about 160. The 75 new awardees will include both future hires and current faculty members. Each School will have individual goals for maintaining their current level of grant and contract activity as well increasing their award level. Allocation of resources to support the grant and contract activity for each school will be based on proposed and attained goals. This will take time to develop and implement and therefore a goal of 0% increase in grants and contract activity for 2013-2014 is appropriate. With a sufficient resources and a plan the College could see single digit growth in 2015 and double digit growth in 2016, 2017, and 2018. Relatively low grant-sponsored research remains an ongoing challenge because so many of our business faculty conduct research through private consulting arrangements rather than institutional grants.

• 8.1.04 - Alternative revenue sources 3-yr weighted rolling average

  > college target: Secure CUNY 2020 funds.

  Expected Activities: College will apply for CUNY 2020 grant.

  > college target: College will continue to maximize rental opportunities.

  Expected Activities: Establish baseline data regarding rental patterns and income.

8.2 Colleges will prioritize spending for student academic and support services

• 8.2.01 - Spending of technology fee as a percentage of technology fee revenue
  College target: > 90%

  We aim to remain high at above 90%. Fluctuations between years are actually due to how the funds are made available for spending by NYS and CUNY. If two-year averages of our spending are examined, we are consistently at a 95% average.

• 8.2.02 - Spending on student services as a percentage of tax-levy budget

• 8.2.03 - Spending on instruction and departmental research as a percentage of tax-levy budget

  > college target: support for the academic mission will remain a fundraising priority.

  Expected Activities: College will increase philanthropic support for faculty.

  > college target: College will use Compact funds to increase the size of the faculty.

• 8.2.05 - Faculty lines filled with new Compact funds.
  College target: 22

  > college target: college will acquire new funding streams for new initiatives.

  Expected Activities: College will provide new funding stream for operation of 25th St Plaza.

Objective 9: Improve administrative services

9.1 Colleges will improve the delivery of administrative services to students

• 9.1.01 - Colleges will present evidence of improved student satisfaction with nonacademic administrative support services
Goal 3: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

- **9.1.02 - Admissions and Financial Aid Effectiveness (Noel-Levitz scale)**
  
  Year-End Value: 4.84
  
  (1.26)

- **9.1.03 - Registration Effectiveness (Noel-Levitz scale)**
  
  Year-End Value: 4.88
  
  (1.22)

- **9.1.04 - Service Excellence (Noel-Levitz scale)**
  
  Year-End Value: 4.79
  
  (1.15)

> college target: institutional effectiveness

Expected Activities: Launch new college-wide staff training initiative and improve identification and resolution of problems in service across units of the College.

> college target: institutional effectiveness

Expected Activities: College will implement Campus Solutions.

9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs

- **9.2.01 - Percentage of FTEs offered on Fridays, evenings or weekends**
  
  Year-End Value: 48.8
  
  College target: 48.8

Expected Activities: Maintain high proportion of FTEs; space and faculty constraints make further progress extremely challenging at this time.

- **9.2.02 - Colleges will present additional evidence of space prioritized for degree programs**

> college target: make best use of limited space.

Expected Activities: College will redesign administrative office spaces to create more efficient use of space and thereby create space for new faculty hires and new student service hires. Develop master plan for Library with the goal of improved space utilization.

9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

- **9.3.01 - Energy use intensity metric**

- **9.3.02 - Ratio of recycling to regular waste, total waste per FTE**

> college target: College will develop and begin implementing a multi-year plan to add LED lighting where feasible; locations have been identified and implementation will begin with adding LED lighting to the stairwells in the Newman Vertical Campus which are on 24 hours.

Expected Activities: College will replace the 1007 light bulbs in the lighting fixtures in the Vertical Campus stairwells with LEDs. The projected yearly energy savings is $16,800.

> college target: College will develop and begin implementing a 5 year plan to install touchless faucets and flush-o-meters in all bathrooms.

Expected Activities: Install flushometers and touchless faucets in 80% of student bathrooms in the Newman Vertical Campus.

> college target: Improve chiller efficiency.

Expected Activities: Begin pilot project to improve chiller efficiency by adding permafrost to two chillers and measuring the results.
Goal 3: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

> college target: College will create and implement a Peak Load Demand plan involving shifting or reducing peak demand generating energy savings.

Expected Activities: College will create and implement a Peak Load Demand plan involving shifting or reducing peak demand generating energy savings.

> college target: College will develop and implement five year plan to replace all steam traps.

Expected Activities: Replace all steam traps in 17 Lexington Ave building.

> college target: Reduce use of desktop printers.

Expected Activities: Eliminate 30% of existing desktop printers in 2013-14.

Long term target: Eliminate all desktop printers in two years.