2013-14 College Goals and Targets Report: Bronx Community College

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)

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

  Expected Activities: BCC 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.

- 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)

  Expected Activities: BCC 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

  Expected Activities: Annual Program Plan format will include categories for the College's Strategic Directions as well as ongoing PMP Goals.

1.3 Colleges will use technology to enrich courses and improve teaching

- 1.3.01 - Percentage of instructional FTEs delivered partially or totally online

  Year-End Value: 1.9  College target: 2.1

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

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)

  Year-End Value: 0.3  College target: 0.4

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

  Year-End Value: 54.7  College target: 55.7

- 2.3.02 - Annual mean teaching hours of veteran full-time faculty

  Year-End Value: 21.7  College target: 22.7

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)

Goal 2: Improve Student Success

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

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
<th>College Target</th>
<th>Year-End Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.03</td>
<td>Pass rates in reading on exit from remediation (assoc.)</td>
<td>42</td>
<td>40.8</td>
</tr>
<tr>
<td>3.1.04</td>
<td>Pass rates in writing on exit from remediation (assoc.)</td>
<td>60</td>
<td>58.8</td>
</tr>
<tr>
<td>3.1.05</td>
<td>Pass rates in math on exit from remediation (assoc.)</td>
<td>41</td>
<td>39.9</td>
</tr>
<tr>
<td>3.1.06</td>
<td>Percentage of students skills proficient by the 30th credit (of those not initially proficient) (assoc.)</td>
<td>43</td>
<td>39.9</td>
</tr>
<tr>
<td>3.1.07</td>
<td>USIP participation rate of entering freshman and transfers with initial remedial need</td>
<td>15</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
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<tbody>
<tr>
<td>3.2.01</td>
<td>Percentage of students passing freshman composition with a C or better</td>
<td>83.8</td>
<td>82.8</td>
</tr>
<tr>
<td>3.2.02</td>
<td>Percentage of students passing gateway math courses with C or better</td>
<td>68</td>
<td>67.0</td>
</tr>
<tr>
<td>3.2.03</td>
<td>Institutional value-added as measured by the CLA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.3 Colleges will reduce performance gaps among students from underrepresented groups

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<tbody>
<tr>
<td>3.3.01b</td>
<td>One-year retention rate gap between under-represented minorities and non-under-represented minorities (assoc.)</td>
<td>-5</td>
<td>-5.5</td>
</tr>
</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

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<tbody>
<tr>
<td>4.1.01</td>
<td>Percentage of freshmen and transfers taking one or more courses the summer after entry</td>
<td>18.7</td>
<td>16.7</td>
</tr>
<tr>
<td>4.1.03</td>
<td>Ratio of undergraduate FTEs to headcount (bacc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.03</td>
<td>Ratio of undergraduate FTEs to headcount (assoc.)</td>
<td>0.75</td>
<td>0.741</td>
</tr>
<tr>
<td>4.1.04</td>
<td>Percentage of freshmen who completed freshman composition within 2 years of entry (assoc.)</td>
<td>50</td>
<td>29.4</td>
</tr>
<tr>
<td>4.1.05</td>
<td>Percentage of freshmen who completed gateway math within 2 years of entry (assoc.)</td>
<td>33</td>
<td>29.4</td>
</tr>
</tbody>
</table>

2012-13 targets were made in error

4.2 Retention rates will increase progressively

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<th>Year-End Value</th>
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<tbody>
<tr>
<td>4.2.01b</td>
<td>One-year retention rate of full-time, first-time freshmen (assoc.)</td>
<td>58</td>
<td>55.0</td>
</tr>
</tbody>
</table>
Goal 2: Improve Student Success

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

- 4.2.02b - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, assoc.)
  Year-End Value: -4.4  College target: 1

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

- 4.3.01b - Four-year graduation rate of full-time, first-time freshmen (assoc.)
  Year-End Value: 14.9  College target: 18

- 4.3.02b - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, assoc.)
  Year-End Value: 1.7  College target: 2

Objective 5: Improve post-graduate outcomes

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

- 5.1.03 - Pass rate of students taking the NCLEX-RN
  Year-End Value: 86.0  College target: 87

5.2 Job and education rates for graduates will increase

- 5.2.02 - 6-month job and education placement rate (assoc.)
  Year-End Value: 91.4  College target: 92

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
  Expected Activities: College will identify (through surveys and focus groups) specific reasons for student dissatisfaction in each of the categories of this area. In addition, plans to address specific areas of dissatisfaction will be developed and implemented.

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
  Expected Activities: College will identify (through surveys and focus groups) specific reasons for student dissatisfaction in each of the categories of this area. In addition, plans to address specific areas of dissatisfaction will be developed and implemented.

- 6.2.02 - Academic Advising Effectiveness (Noel-Levitz scale)
  Year-End Value: 5.19 (1.28)  College target: off year

- 6.2.03 - Campus Support Services (Noel-Levitz scale)
  Year-End Value: 4.90 (1.15)  College target: off year

- 6.2.04 - Concern for the Individual (Noel-Levitz scale)
  Year-End Value: 5.02 (1.20)  College target: off year

- 6.2.05 - Academic Services (Noel-Levitz scale)
  Year-End Value: 5.24 (1.09)  College target: off year

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

Goal 3: Enhance Financial and Management Effectiveness
2013-14 College Goals and Targets Report:

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: -4.3
  
  College target: -2.3

- 7.1.02 - FTE enrollment
  
  Year-End Value: 8,023
  
  College target: 8144

- 7.1.03 - Total headcount
  
  Year-End Value: 11,287
  
  College target: 11,513

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
  
  Expected Activities: College will include a requirement for departments to report on efforts to establish, update and increase joint degree programs in annual assessment and planning reports.

- 7.2.02 - Colleges will report on outcomes related to articulation agreements (transfer under existing agreements, establishment of new agreements)
  
  Expected Activities: College will include a requirement for departments to report on transfer numbers and student outcomes at our partner institutions.

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: 87.5
  
  College target: 88.5

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
  
  College target: $2,074,840

- 8.1.02 - Tuition and fee collection rate 3-yr weighted rolling average
  
  Year-End Value: 97.8
  
  College target: 98

- 8.1.03 - Grants and contracts 3-yr weighted rolling average
  
  Expected Activities: Grants and contracts 3-year weighted rolling average will increase by 2%.

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

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: 82

- 8.2.02 - Spending on student services as a percentage of tax-levy budget
  
  College target: 8

- 8.2.03 - Spending on instruction and departmental research as a percentage of tax-levy budget
  
  College target: 55

Objective 9: Improve administrative services

9.1 Colleges will improve the delivery of administrative services to students
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
  Expected Activities: College will identify (through surveys and focus groups) specific reasons for student dissatisfaction in each of the categories of this area. In addition, plans to address specific areas of dissatisfaction will be developed and implemented.

- 9.1.02 - Admissions and Financial Aid Effectiveness (Noel-Levitz scale)
  Year-End Value: 5.10 (1.19)
  College target: off year

- 9.1.03 - Registration Effectiveness (Noel-Levitz scale)
  Year-End Value: 5.27 (1.12)
  College target: off year

- 9.1.04 - Service Excellence (Noel-Levitz scale)
  Year-End Value: 5.16 (1.06)
  College target: off year

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: 42.2
  College target: 43

- 9.2.02 - Colleges will present additional evidence of space prioritized for degree programs
  Expected Activities: College will continue to identify and implement major capital and non-capital projects to improve space utilization on campus, including: R25/X25 Scheduling and Utilization, space reclamation, landscaping, environmental furnishings and Health and Safety enhancements.

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
  Expected Activities: Recycling and compost as a percentage of tons of total waste will increase from 41.5 to 42.8; pounds of regular waste per FTE will increase from 100.8 to 114.1.