### 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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1.01</td>
<td>Colleges will report Middle States accreditation activity and status for the current year, including any public statements by Middle States</td>
</tr>
<tr>
<td>Expected Activities: The College will address feedback received from the Periodic Review Report submitted to Middle States in May 2013 and begin to prepare for the 2017-2018 Middle States Review.</td>
<td></td>
</tr>
<tr>
<td>1.1.02</td>
<td>Colleges will report on professional accreditation activity for the current year, including any change in status</td>
</tr>
<tr>
<td>Expected Activities: The College will address all issues and prepare for a successful September 2014 visit by the Accreditation Review Committee on Education for the Physician Assistant; The Department of Psychology will address the initiatives needed in response to the APA accreditation report.</td>
<td></td>
</tr>
<tr>
<td>1.1.03</td>
<td>Colleges will submit updated professional accreditation information (template to be provided)</td>
</tr>
<tr>
<td>Expected Activities: Template to be provided</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.01</td>
<td>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</td>
</tr>
<tr>
<td>Expected Activities: The College will schedule program reviews in accordance with the submitted program review calendar.</td>
<td></td>
</tr>
<tr>
<td>1.2.02</td>
<td>Colleges will submit documentation for a recently completed departmental program review (self-study, external review report, summary of recommendations, and resulting actions by the college)</td>
</tr>
<tr>
<td>Expected Activities: The College will improve performance by addressing issues sited in completed program reviews.</td>
<td></td>
</tr>
<tr>
<td>1.2.03</td>
<td>Colleges will provide evidence that program planning aligns with college strategic plan and mission</td>
</tr>
<tr>
<td>Expected Activities: The College will complete the development of its 10 year academic strategic plan.</td>
<td></td>
</tr>
</tbody>
</table>

1.3 Colleges will use technology to enrich courses and improve teaching

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.3.01</td>
<td>Percentage of instructional FTEs delivered partially or totally online</td>
</tr>
<tr>
<td>Year-End Value: 1.3</td>
<td>College target: 1.4</td>
</tr>
<tr>
<td>&gt; The College will increase the number of hybrid or on-line courses</td>
<td></td>
</tr>
<tr>
<td>1.3.02</td>
<td>Number of hybrid/online courses</td>
</tr>
<tr>
<td>Year-End Value: 83</td>
<td>College target: 90</td>
</tr>
</tbody>
</table>

#### 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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.01</td>
<td>Colleges will provide evidence that investments in faculty hiring and development align with college strategic plan and mission</td>
</tr>
<tr>
<td>Expected Activities: All new faculty and adjunct faculty will participate in a new training and development program to help them acclimate to City College policies and procedures and to improve their performance as faculty and as scholars.</td>
<td></td>
</tr>
<tr>
<td>&gt; The number of full-time faculty will increase</td>
<td></td>
</tr>
<tr>
<td>2.1.02</td>
<td>Number of new faculty hires</td>
</tr>
<tr>
<td>Year-End Value: 25</td>
<td>College target: 10</td>
</tr>
<tr>
<td>Expected Activities: The College will implement year 3 of its strategy to increase the number of full-time faculty</td>
<td></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.01</td>
<td>Colleges will report faculty scholarship and creative activity (OIRA will compute average pieces of scholarship per full-time faculty member)</td>
</tr>
<tr>
<td>Year-End Value: 2.2</td>
<td>College target: 2.2</td>
</tr>
<tr>
<td>Expected Activities: The College will maintain its current high productivity level of its faculty.</td>
<td></td>
</tr>
</tbody>
</table>
Goal 1: Raise Academic Quality

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

> The College will maintain the number of faculty publications for the year as in the prior academic year.

- 2.2.02 - Number of faculty publications

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,619</td>
<td>1,789</td>
</tr>
</tbody>
</table>

The faculty increased the number of their publications by 170 over the last year. The College wants to ensure that level of productivity is sustained.

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>
</tr>
</thead>
<tbody>
<tr>
<td>48.7</td>
<td>48.7</td>
</tr>
</tbody>
</table>

The College will maintain the high research productivity by its full-time faculty and will therefore maintain the percentage of instructional FTEs delivered by full-time faculty.

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

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.1</td>
<td>14.1</td>
</tr>
</tbody>
</table>

The College will balance the mean teaching hours in both graduate and undergraduate courses by veteran full-time faculty with high research productivity. However due to the high level of research produced by veteran faculty, the number of teaching hours is not expected to increase.

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)

  Expected Activities: The College has submitted its Affirmative Action Plan and will update as appropriate.

> Of the new full-time faculty hires, 30% will be URM

- 2.4.02 - Percentage of new hires that are URM

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>31%</td>
<td>30%</td>
</tr>
</tbody>
</table>

> Of the new full-time faculty hires, 30% will be female.

- 2.4.03 - Percentage of new hires that female

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>35%</td>
<td>40%</td>
</tr>
</tbody>
</table>

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.)

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>81.4</td>
<td>83.0</td>
</tr>
</tbody>
</table>

Expected Activities: This metric was missing from the CCNY template submitted 8/13/13.

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

<table>
<thead>
<tr>
<th>Year-End Value</th>
<th>College target</th>
</tr>
</thead>
<tbody>
<tr>
<td>82.9</td>
<td>83.5</td>
</tr>
</tbody>
</table>

Expected Activities: This metric was missing from the CCNY template submitted 8/13/13.

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>
</tr>
</thead>
<tbody>
<tr>
<td>93.6</td>
<td>93.6%</td>
</tr>
</tbody>
</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**

- **3.2.02 - Percentage of students passing gateway math courses with C or better**
  
  Year-End Value: 61.3  
  College target: 63.0%

- **3.2.03 - Institutional value-added as measured by the CLA**
  
  Expected Activities: The College will measure the change in the freshman and senior populations taking the CLA.

> CCNY will continue to meet CUNY’s institutional participation goal for the Collegiate Learning Assessment (CLA)

- **3.2.04 - Number of freshmen tested on the CLA in the fall**
  
  Year-End Value: 100  
  College target: 100

- **3.2.05 - Number of seniors tested on the CLA in spring 2013**
  
  Year-End Value: 100  
  College target: 100

**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.)**
  
  Year-End Value: -5.2  
  College target: -3%

**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**
  
  Year-End Value: 31.0  
  College target: 31%  
  Long term target: 33%

  Expected Activities: The College will develop a plan to have students take one or more courses the summer after entry to increase the percentage to 33%

- **4.1.02 - Average number of credits earned in first twelve months by full-time first-time freshmen (bacc.)**
  
  Year-End Value: 24.8  
  College target: 25.0

  Expected Activities: The average number of credits earned in the first twelve months by full-time first-time freshmen will increase to 25.

- **4.1.03a - Ratio of undergraduate FTEs to headcount (bacc.)**
  
  Year-End Value: 0.815  
  College target: 0.815

  Expected Activities: The ratio of undergraduate FTE’s to headcount will remain approximately the same.

**4.2 Retention rates will increase progressively**

- **4.2.01a - One-year retention rate of full-time, first-time freshmen (bacc.)**
  
  Year-End Value: 83.6  
  College target: 85.0%  
  Long term target: 90%

  Expected Activities: The College will be implementing a number of strategies to help students get involved and committed to a major and a career beginning with first semester freshman year.

- **4.2.02a - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, bacc.)**
  
  Year-End Value: -1.1  
  College target: 1.0%

- **4.2.03 - One-year retention rate of full-time transfers (bacc.)**
  
  Year-End Value: 74.3  
  College target: 76.0%

  Expected Activities: The one year retention rate of full-time transfers will be approximately the same.

**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.)**
  
  Year-End Value: 12.1  
  College target: 12.1%

  Expected Activities: The four-year graduation rate of full-time first time freshmen will stay the same or be higher.
Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

- 4.3.02a - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, bacc.)
  
  Year-End Value: -7.0  
  College target: -5.0

- 4.3.03 - Four-year graduation rate of full-time transfers (bacc.)
  
  Year-End Value: 44.4  
  College target: 45.0%

- 4.3.04 - Four-year graduation rate of master’s students

  Year-End Value: 65.3  
  College target: 65.0%

Raise the two-year retention rate for freshmen

- 4.3.04 - Two-year retention rate of full-time first-time freshmen

  Year-End Value: 69.2%  
  College target: 70.0%

Increase the percentage of students who graduate in six years

- 4.3.05 - Six-year graduation rate of full-time, first-time freshmen

  Expected Activities: The 6-year graduation rate for first time full-time freshmen will increase to 43%

  Year-End Value: 42%  
  College target: 43.0%

Objective 5: Improve post-graduate outcomes

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

- 5.1.01 - Number of credentialed teachers

  Year-End Value: 488  
  Expected Activities: This metric was missing from the CCNY template submitted 8/13/13

- 5.1.01 - Pass rate of students taking the Content Specialty Test

  Year-End Value: 93.0  
  College target: 93.0%

  Expected Activities: The pass rates of students taking the content specialty test will be 93% or higher.

- 5.1.02 - Pass rate of students taking the NCLEX-RN

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.)

  Expected Activities: The College will implement the new software to track post graduation success.

- 5.2.03 - Satisfaction rate of graduates with their CCNY education as preparation for subsequent work/education (this needs to be specified better by year end)

  College target: baseline in 2013-14

  Expected Activities: The post graduation satisfaction rate of graduates one year after graduation will be measured in the fall by a new survey and a new baseline will be established.

- > The new STEM Career Development Institute will be implemented to improve the marketability of STEM students.
2013-14 College Goals and Targets Report:

Goal 2: Improve Student Success

Objective 5: Improve post-graduate outcomes

- 5.2.04 - Number of students participating in the STEM CDI
  Year-End Value: 38 | College target: 50

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)
  Year-End Value: 4.73 (1.04) | College target: off year
- 6.1.03 - Responsiveness to Diverse Populations (Noel-Levitz scale)
  Year-End Value: 4.67 (1.26) | College target: off year
- 6.1.04 - Safety and Security (Noel-Levitz scale)
  Year-End Value: 4.35 (1.22) | College target: off year
- 6.1.05 - Student Centeredness (Noel-Levitz scale)
  Year-End Value: 4.65 (1.19) | College target: off year
- 6.1.06 - Campus Life (Noel-Levitz scale)
  Year-End Value: 4.53 (1.02) | College target: off year

> Satisfaction with student life will increase or remain high
- 6.1.07 - Percentage of students satisfied or very satisfied with campus life
  Year-End Value: 93.0% | College target: 94.0%

Expected Activities: The College will conduct a survey to assess student satisfaction with campus life

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: The College’s student satisfaction survey results will show an improvement from the baseline data.
- 6.2.02 - Academic Advising Effectiveness (Noel-Levitz scale)
  Year-End Value: 4.76 (1.45) | College target: off year
- 6.2.03 - Campus Support Services (Noel-Levitz scale)
  Year-End Value: 4.97 (1.05) | College target: off year
- 6.2.04 - Concern for the Individual (Noel-Levitz scale)
  Year-End Value: 4.35 (1.18) | College target: off year
- 6.2.05 - Academic Services (Noel-Levitz scale)
  Year-End Value: 4.82 (1.06) | College target: off year
- 6.2.06 - Percentage of degree students using DegreeWorks for degree audit
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: 3.1
  - College target: 2.0%

- **7.1.02 - FTE enrollment**
  - Year-End Value: 11,994
  - College target: 11,975

- **7.1.03 - Total headcount**
  - Year-End Value: 16,023
  - College target: 16,025

- **7.1.04 - Undergraduate headcount**
  - Year-End Value: 12,983
  - College target: 13,000

- **7.1.05 - Graduate headcount**
  - Year-End Value: 3,040
  - College target: 3,025

- **7.1.06 - Mean SAT score of first-time freshmen (bacc.)**
  - Year-End Value: 1118
  - College target: 1120

- **7.1.07 - Mean CAA of first-time freshmen (bacc.)**
  - Year-End Value: 88.5
  - College target: 88.0

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)**

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: 69.0
  - College target: 70.0%

- **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**
  - Year-End Value: $38,271,204
  - College target: $40,000,000

- **8.1.02 - Tuition and fee collection rate 3-yr weighted rolling average**
  - Year-End Value: 96.4
  - College target: 96.4

- **8.1.03 - Grants and contracts 3-yr weighted rolling average**
  - Year-End Value: $57,443,791
  - College target: $55,000,000

  With the sequestration and the lowere levels of grant funding available, the College will be trying to sustain a grant funding level of $55 mil -

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

  > The College will achieve its $500 mil goal on its capital campaign by the end of FY15.
Objective 8: Increase revenues and decrease expenses

- 8.1.05 - Amount raised toward college's capital campaign

| Year-End Value: $432,000,000 | College target: $450,000,000 | Long term target: $500,000,000 |

Expected Activities: The College will achieve its $500 mil goal on its capital campaign by the end of FY15.

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

| Year-End Value: 4.49 (1.26) | Long term target: 4.55 |

9.1.02 - Admissions and Financial Aid Effectiveness (Noel-Levitz scale)

| Year-End Value: 4.52 (1.24) | Long term target: 4.60 |

9.1.03 - Registration Effectiveness (Noel-Levitz scale)

| Year-End Value: 4.77 (1.03) | Long term target: 4.85 |

9.1.04 - Service Excellence (Noel-Levitz scale)

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: 40.2 | College target: 40.0% |

Classroom space for evening classes is fully utilized. The percentage of FTEs offered on Fridays, evenings and weekends will stay in total at 40%.

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

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

Expected Activities: Strategies to reduce energy consumption will be identified and appropriate pilot projects will be initiated to evaluate long term effectiveness and associated costs.

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

| Year-End Value: 50.0 |