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

Expected Activities: The College will submit the Middle States Monitoring Report, addressing concerns regarding Strategic Planning, Institutional Assessment and Assessment of Student Learning by Sept 2013. Prepare for the Middle States Commission site visit in November 2013.

1.1.02 - Colleges will report on professional accreditation activity for the current year, including any change in status

Expected Activities: The College will achieve accreditation for the Department of Physical, Environment and Computer Sciences through the National Environmental Health & Science Protection Accreditation Council.

1.1.03 - Colleges will submit updated professional accreditation information (template to be provided)

> The College will achieve ACBPS accreditation for its School of Business by fall 2014

1.1.04 - ACBPS accreditation

Expected Activities: School of Business will complete its ACBPS accreditation self-study report and prepare for site visit scheduled Spring 2014.

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

1.2.02 - 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)

1.2.03 - Colleges will provide evidence that program planning aligns with college strategic plan and mission

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: 3.0 | College target: 5.0% |

Expected Activities: Offer 2-3 training sessions for faculty on the use of technology to enrich courses and improve teaching

> Increase the number of online (partially and fully online) courses

1.3.02 - Number of online (partially and fully online) courses

| Year-End Value: 78 | College target: 84 |

Expected Activities: Develop and administer a pilot evaluation of online courses

> 1.3.02 Reduce withdrawal rates for online courses from 18.5% to 16%

1.3.03 - Percentage of W rates

| Year-End Value: 18.5 | College target: 16.0% |

> The College will expand the use of e-portfolio as a repository for student work, standards and rubrics in assessing the following courses: English Composition 1 (ENG 112), Nature of Mathematics (MTH 119) and Intermediate Algebra (MTH 136).

Objective 2:

1.2.04 - Percentage of academic departments implementing action plans that align with the college strategic plan

| College target: 100% |

2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers
2013-14 College Goals and Targets Report:

Goal 1: Raise Academic Quality

Objective 2:

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
  Expected Activities: Revise and update the online faculty handbook for Fall 2013 relaunch.

> Successful completion of 10-15 national searches in order to improve the quality of full-time faculty and address the shortage of full-time faculty in the following areas: English Composition, Business Administration, Public Administration, Accounting, Education, Social Work, Nursing, Biology and Physical, Environmental & Computer Sciences.

- 2.1.02 - Number of full-time faculty hired

> 80% of new faculty will attend newly developed new faculty orientation introducing them to the College’s expectations and tenure/promotion policies and procedures

- 2.1.03 - Percentage of newly hired full-time faculty that attended orientation
  College target: 80.0%

> At least 25% of full and part-time faculty will participate in professional development activities involving assessment and best practices of teaching and learning.

- 2.1.04 - Percentage of full- and part-time faculty participating in professional development activities
  College target: 25.0%

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: 0.5

  Expected Activities: Provide start-up and other support for tenure-track faculty, negotiated on the basis of need; Implement a College-wide research colloquium to nurture and present faculty research as means of increasing research activity; Increase junior faculty members’ awareness of grant opportunities to conduct research and scholarly work

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: 41.9
  College target: 44.0%

  Expected Activities: Reduce the hiring of adjuncts; Work with Chairs on scheduling of courses; review reassign hours of full-time faculty

- 2.3.02 - Annual mean teaching hours of veteran full-time faculty
  Year-End Value: 15.2
  College target: 16

2.4 Colleges will recruit and retain a diverse faculty and staff

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

  Expected Activities: Targeted outreach by HR, academic deans and chairs; improve mentoring of female faculty as it relates to tenure, scholarship and professional development; Expanding recruitment of Hispanic and Asian faculty by targeted outreach to potential candidates at a minimum of two recruitment fairs by OHR

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.)
  Year-End Value: 69.5
  College target: 72.0%

- 3.1.02 - Percentage of ESL students passing a freshman composition course with a C or better (bacc.)
  Year-End Value: 90.5
  College target: 92.5
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**

- **3.1.03** - Pass rates in reading on exit from remediation (assoc.)
  - Year-End Value: 39.1
  - College target: 42.0%
- **3.1.04** - Pass rates in writing on exit from remediation (assoc.)
  - Year-End Value: 39.1
  - College target: 42.0%
- **3.1.05** - Pass rates in math on exit from remediation (assoc.)
  - Year-End Value: 28.4
  - College target: 33.0%
- **3.1.06** - Percentage of students skills proficient by the 30th credit (of those not initially proficient) (assoc.)
  - Year-End Value: 66.1
  - College target: 70.0%
- **3.1.07** - USIP participation rate of entering freshman and transfers with initial remedial need
  - Year-End Value: 26.6
  - College target: 32.0%

**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
  - Year-End Value: 71.3
  - College target: 73.0%
- **3.2.02** - Percentage of students passing gateway math courses with C or better
  - Year-End Value: 74.2
  - College target: 76.0%
- **3.2.03** - Institutional value-added as measured by the CLA

**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: -9.9
  - College target: -7.5
- **3.3.01b** - One-year retention rate gap between under-represented minorities and non-under-represented minorities (assoc.)
  - Year-End Value: 3.2
  - College target: 3.2
  
  College will maintain this positive gap.

  > Reduce the retention gap between male (URM) and female full-time first-time freshmen enrolled in baccalaureate programs.
- **3.3.02a** - One year retention gap between male (URM) and female full-time first time freshmen enrolled in baccalaureate programs.
  - Year-End Value: 3.6
  - College target: 3.6
  
  The trend for the gap between male and female has been a negative value, but the College achieved a positive value for 2012-2013, which could be attributed to a very small cohort. Our goal is to have a small gap between male and female; therefore, we are setting a realistic target at -1.

  > Reduce the gap in the one-year retention rate between male (URM) and female full-time first-time freshmen enrolled in associate programs.
- **3.3.02b** - One year retention gap between male (URM) and female full-time first time freshmen enrolled in associate programs.
  - Year-End Value: -6.4
  - College target: -3.2

**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: 15.7
  - College target: 18.0
- **4.1.02** - Average number of credits earned in first twelve months by full-time first-time freshmen (bacc.)
  - Year-End Value: 17.5
  - College target: 20.0
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

4.1.03a - Ratio of undergraduate FTEs to headcount (bacc.)
Year-End Value: 0.723
College target: 0.762

The College experienced a reduction in this target from the previous year level and intend to regain the 2011-2012 level

4.1.03b - Ratio of undergraduate FTEs to headcount (assoc.)
Year-End Value: 0.794
College target: 0.850

4.1.04 - Percentage of freshmen who completed freshman composition within 2 years of entry (assoc.)
Year-End Value: 64.0
College target: 66.0

4.1.05 - Percentage of freshmen who completed gateway math within 2 years of entry (assoc.)
Year-End Value: 51.1
College target: 53.0

4.2 Retention rates will increase progressively

4.2.01a - One-year retention rate of full-time, first-time freshmen (bacc.)
Year-End Value: 65.5
College target: 68.0

4.2.01b - One-year retention rate of full-time, first-time freshmen (assoc.)
Year-End Value: 53.0
College target: 57.0

4.2.02a - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, bacc.)
Year-End Value: -8.9
College target: -6.9

4.2.02b - Difference between actual and predicted one-year retention rates (full-time, first-time freshmen, assoc.)
Year-End Value: -8.9
College target: -6.9

4.2.03 - One-year retention rate of full-time transfers (bacc.)
Year-End Value: 70.0
College target: 72.0

> The College will increase the percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry two years later

4.2.04 - Two-year retention rate of full-time, first-time freshmen (bacc.)
Year-End Value: 39.7%
College target: 42.0

The College to continue to monitor this target because there appears to be a significant decrease in retention after the second year.

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: 4.1
College target: 7.0%

4.3.01b - Four-year graduation rate of full-time, first-time freshmen (assoc.)
Year-End Value: 9.3
College target: 11.0%

4.3.02a - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, bacc.)
Year-End Value: -4.0
College target: -3.0%

4.3.02b - Difference between actual and predicted 4-year graduation rate (full-time, first-time freshmen, assoc.)
Year-End Value: -4.0
College target: -3.0%

4.3.03 - Four-year graduation rate of full-time transfers (bacc.)
Year-End Value: 24.8
College target: 26.0%

> The College will increase the percentage of internal transfers from associate programs into baccalaureate programs and graduated from the college with a baccalaureate degree within four years. (Base cohort year: Fall 2008)
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

- 4.3.05 - Percentage of internal transfers from associate programs without an associate degree continue into a baccalaureate programs and graduated from the college with a baccalaureate degree within four years
  
  | Year-End Value: 19.5 | College target: 21.0% |

The College continue to focus on this target because large number of internal transfers from associate to baccalaureate programs.

- > The College will increase the percentage of recent graduates from associate programs who continue into a baccalaureate program and graduated from the college with a baccalaureate degree within three years. (Base cohort year: Fall 2009)
  
  | Year-End Value: 72.3 | College target: 74.0% |

- > Reduce the time to degree.
  
  | 4.3.07 - The mean time to degree is reduced for full-time students in baccalaureate programs by 5%. |

Expected Activities: Implement CUNYStart and enroll 50 students; Increase participation in Immersion Program by 10%; Complete redesign of remedial courses.

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: 13 | College target: 20 |

Expected Activities: To increase applications make presentations during College-wide Open Houses and Freshmen Orientations; Develop collaborations with all High Schools within Central Brooklyn and environs to offer AP introductory education courses as a platform to recruit more candidates into the teaching profession; strengthen faculty-student mentoring and advising;

- 5.1.02 - Pass rate of students taking the Content Specialty Test
  
  | Year-End Value: 94.0 | College target: 96.0 |

- 5.1.03 - Pass rate of students taking the NCLEX-RN
  
  | Year-End Value: 83.3 | College target: 85.0 |

Expected Activities: Implement Supplemental Instruction in nursing courses; implement required; Assign entering students a mentor from the senior classes; All faculty incorporate into the curriculum standardized tutorials and testing (ATI) with a time frame for completion

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: 90.1 | College target: 92.0 |

Expected Activities: Conduct 3 career development and professional preparation workshops for upper-class students.

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: Increase participation in New Student Orientation for incoming first-year and transfer students; The College will constitute an Emergency Management Response team to review and address safety and security concerns of the campus community; The College will review and/or modify policies and procedures that are not student-centered; The College will implement a structure, which includes clearly defined policies and procedures that address students’ academic complaints
## 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

<table>
<thead>
<tr>
<th>6.1.02 - Campus Climate (Noel-Levitz scale)</th>
<th>College target: off year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-End Value: 4.35 (1.33)</td>
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<tr>
<th>6.1.03 - Responsiveness to Diverse Populations (Noel-Levitz scale)</th>
<th>College target: off year</th>
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<tbody>
<tr>
<td>Year-End Value: 4.74 (1.48)</td>
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<tr>
<th>6.1.04 - Safety and Security (Noel-Levitz scale)</th>
<th>College target: off year</th>
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<tbody>
<tr>
<td>Year-End Value: 4.31 (1.31)</td>
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<thead>
<tr>
<th>6.1.05 - Student Centeredness (Noel-Levitz scale)</th>
<th>College target: off year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-End Value: 4.32 (1.44)</td>
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**Expected Activities:**

<table>
<thead>
<tr>
<th>6.1.06 - Campus Life (Noel-Levitz scale)</th>
<th>College target: off year</th>
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</thead>
<tbody>
<tr>
<td>Year-End Value: 4.38 (1.28)</td>
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### 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

**Expected Activities:** Colleges will present evidence of improved quality and satisfaction with student, academic, and technological support services

<table>
<thead>
<tr>
<th>6.2.02 - Academic Advising Effectiveness (Noel-Levitz scale)</th>
<th>College target: off year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-End Value: 4.68 (1.63)</td>
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<tr>
<th>6.2.03 - Campus Support Services (Noel-Levitz scale)</th>
<th>College target: off year</th>
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<tbody>
<tr>
<td>Year-End Value: 4.68 (1.32)</td>
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<tr>
<th>6.2.04 - Concern for the Individual (Noel-Levitz scale)</th>
<th>College target: off year</th>
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<tbody>
<tr>
<td>Year-End Value: 4.26 (1.48)</td>
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<tr>
<th>6.2.05 - Academic Services (Noel-Levitz scale)</th>
<th>College target: off year</th>
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<tbody>
<tr>
<td>Year-End Value: 4.54 (1.34)</td>
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<tr>
<th>6.2.06 - Percentage of degree students using Degree Works for degree audit</th>
<th>College target: off year</th>
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<tr>
<td>Year-End Value: 6.20 (2.00)</td>
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**Expected Activities:**

- Reconceptualize academic advisement from a purely prescriptive model to a developmental model
  
  Expected Activities: Conduct an institutional evaluation of academic advising and develop new advisement model.

- Provide academic advising development opportunities to facilitate cross training of advisors in all academic degree offering
  
  Expected Activities: Provide academic advising professional development opportunities to facilitate cross training of all advisors in all academic degree offerings.

- Implement the development of an educational plan for first-time freshmen with first year advisor.
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

- 6.2.09 - Percentage of full-time first-time freshmen who developed individual educational plan with their first-year advisor
  College target: 80.0%

  > Create a writing center, including hiring a part-time Writing Center Coordinator, developing a mission statement and goals.
  
  - 6.2.10 - Monitor Center's usage as a measurement.

  > Implement Smarthinking (on-line) tutoring services to address the academic support needs of students enrolled in evening and weekend courses.
  
  - 6.2.11 - Monitor Smarthinking usage as a measurement

  > Create a Psychological Counseling Center to address the increasing psychological needs of students
  
  - 6.2.12 - Monitor Center's usage as a measurement.

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: -8.8
    College target: 0.0%

  - 7.1.02 - FTE enrollment
    Year-End Value: 4,897
    College target: 5,153

  - 7.1.03 - Total headcount
    Year-End Value: 6,540
    College target: 6,886

  - 7.1.06 - Mean SAT score of first-time freshmen (bacc.)
    Year-End Value: 824
    College target: 837

  - 7.1.07 - Mean CAA of first-time freshmen (bacc.)
    Year-End Value: 75.5
    College target: 77.0

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)

  > The College will analyze existing articulation agreements and develop new articulation agreements

  - 7.2.03 - Reinstating an Articulation Agreement with BMCC and establishing an articulation agreement with Kingsborough Community College

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: 54.1
    College target: 80.0%

    Expected Activities:
    Release application earlier for Fall and Spring through a list serve to partner high schools; Conduct several high school recruitment sessions at partner high schools to make presentations about the program and to distribute applications; Conduct application review and acceptance on high school campuses; Represent College Now at high school college fairs and at Medgar Evers Admission Breakfast for high school counselors; Collaborate with other youth programs to recruit the students they work with.

Objective 8: Increase revenues and decrease expenses

8.1 Colleges will increase revenues
Goal 3: Enhance Financial and Management Effectiveness

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: 456,628

- 8.1.02 - Tuition and fee collection rate 3-yr weighted rolling average
  Year-End Value: 99.1  College target: 97.0%

- 8.1.03 - Grants and contracts 3-yr weighted rolling average
  Year-End Value: $8,475,744  College target: $8,730,016

- 8.1.04 - Alternative revenue sources 3-yr weighted rolling average
  College target: 525,000

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
  Year-End Value: 194.4  College target: 100%

- 8.2.02 - Spending on student services as a percentage of tax-levy budget
  Year-End Value: 7.8  College target: 10.0%

- 8.2.03 - Spending on instruction and departmental research as a percentage of tax-levy budget
  Year-End Value: 54.2  College target: 55.0%

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: The Admissions Office will implement several One-Stop-Shop new student welcome events for incoming freshmen and transfers; The Admissions Office will work with Communication & External Relations to create new and accurate promotional materials to utilize in its recruiting efforts; Create a TAP/Financial Aid Student reception service desk; The Registrar's Office will conduct CUNYFIRST registration workshops to teach students how to utilize the system during registration.

- 9.1.02 - Admissions and Financial Aid Effectiveness (Noel-Levitz scale)
  Year-End Value: 4.54 (1.38)  College target: off year

- 9.1.03 - Registration Effectiveness  (Noel-Levitz scale)
  Year-End Value: 4.51 (1.42)  College target: off year

- 9.1.04 - Service Excellence  (Noel-Levitz scale)
  Year-End Value: 4.53 (1.32)  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: 48.5  College target: 52.0%

- 9.2.02 - Colleges will present additional evidence of space prioritized for degree programs
  > The College will improve space utilization by starting the development of a Facilities Master Plan.

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
Goal 3: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

- 9.3.02 - Ratio of recycling to regular waste, total waste per FTE
  
  College target: 65.0%

  > Roll out the "Take It With You" campaign in classrooms on elimination of desk side collection to a more central and efficient stream separation of recycling and regular waste