

**ECP Performance Goals
2001-2002 Academic Year
Hunter College**

I. Raise Academic Quality

A. Promote CUNY Flagship programs and strengthen premier campus programs

Programs	Specific Goals for 2001-2002	Measures of Success
Biological Sciences <ul style="list-style-type: none"> • Neurosciences 	Improve level of funding from group participants Increase working group at Hunter College	Submit at least two RO1 NIH proposals <i>4 NIH Grants submitted (Filbin, Zeigler [funded]; Chappell, Braun [pending])</i> <i>Additional grants received in SNRP, MIDARP, SCORE</i> Secure a line from cluster initiative and hire a published and funded investigator <i>Line secured from cluster; search underway</i> <i>Faculty Coordinator for Neuroscience Focus Group in Bioscience</i> <i>Flagship named: Gordon Barr (Psychology)</i>
<ul style="list-style-type: none"> • Bioinformatics 	Increase the working group at Hunter College	Hire a published and funded investigator (new line) <i>Weigang Qiu hired to begin 9/1/02 (Asst. Professor of Biology)</i>
<ul style="list-style-type: none"> • Biotechnology 	Begin development of a Master's level curriculum Increase external funding in biotechnology Strengthen new concentration within Master's Program	Create initial courses at Master's level in Biotechnology <i>Topics in Biotechnology (BIO 790.73) taught spring '02</i> <i>Biotechnology workshop doubled to meet demand</i> Submit at least one NIH proposal in Biotechnology <i>Two submitted by Max Diem (Chemistry)</i> <i>NIH/SCORE equipment grant supplement submitted (Lipke/Rockwell of Biological Sciences)</i> Offer initial courses within the graduate concentration <i>BIO 790.73 offered and more courses are being developed</i>
Photonics	Increase Photonics funding at Hunter College Continue to work with Photonics group at CUNY to develop a photonics plan at Hunter College	Submit at least three major grant proposals in Photonics <i>5 submitted to date (Drain and Matsui of Chemistry)</i> Secure a line from the Photonics cluster in Physics to complement the CUNY-wide initiative; hire outstanding candidate (funded/publications) <i>The line has been allocated; search underway</i>

Education	Fill 9 positions available with outstanding faculty	<p>Complete all searches successfully <i>6 faculty hired (Loizou, Drone, Castillo, Jenson, Buckley, and Chen); 3 searches in process with acceptable candidates</i></p> <p>Hire faculty with published research records and/or funded grant proposals in research and/or pedagogy <i>Castillo and Buckley</i></p>
	Improve instruction in City schools	<p>Submit at least one proposal to improve disciplinary instruction and pedagogy. Areas of active consideration are mathematics, science and geography. <i>NSF grant received in Science Education (Mills, Sweeney, Laurenson, DeMeo)</i> <i>Proposal in development to create Center for Geographic Education</i></p>
	Support expanded research efforts in the School	<p>Submit at least two proposals to government or foundation sources for research on pedagogy or policy issues. <i>Received 3 Eisenhower grants for Prof. Development Schools in Dist. 4 (Kinsler, Rosenthal, Patti)</i></p>
	Create firmer linkages with Hunter College Campus Schools	<p>Support a successful transition in leadership for the Campus Schools <i>Leadership group meets regularly to address issues; drafted Middle States interim report to be submitted 6/30/02</i></p> <p>Place at least 5 students for field experience in HCCS; expand as possible <i>12 Hunter College students were placed at HCCS</i></p> <p>Complete external evaluation of the Campus Schools as a gifted program <i>Completed. Report received; implementation begun</i></p> <p>Develop a strategic plan for the Campus Schools based on the evaluation <i>In process, focused on Middle States interim report</i></p>

<p>Education Cont'd</p>	<p>Create collaborative relationships with City Schools</p>	<p>Complete 9th & 10th grade projects ongoing with 4 high schools <i>Strong ties developed with Coalition, Norman Thomas, Seward Park, and Brandeis High Schools, including projects on literacy partnerships, mathematics tutoring, college preparation, and faculty development</i></p> <p>Continue development of Professional Development School Model (District 4) <i>Ongoing projects related to faculty development, including the use of educational technology</i></p> <p>Expand collaborative relationships to new districts and schools <i>Strengthened relationships in new districts, including collaborations with Young Women's Leadership School, Frederick Douglass Academy, and Manhattan Center for Science and Mathematics.</i></p> <p>Begin discussions regarding a collaborative project in gifted education with Board of Education <i>Preliminary consultation with Chancellor of Board of Education; BOE interested in collaboration. Project delayed given transition at BOE.</i></p>
<p>Digital Media</p>	<p>Complete program proposal for M.F.A.</p> <p>Develop infrastructure to support program</p> <p>Raise visibility of program using faculty and student work</p>	<p>Get University approval for M.F.A. by Spring '02 <i>All approvals received; program to begin fall 2002; 15 students enrolled; new scholarship program inaugurated</i></p> <p>Raise at least \$1 million for digital media laboratory <i>\$ 1 million raised</i></p> <p>Submit proposals for at least two grants for digital projects <i>1 PSC/CUNY funded (Anderson); 1 NSF proposal funded (Stamos of Computer Science and Ehlschlaeger of Geography)</i></p> <p>Have at least two shows of faculty work (either film or artistic projects) <i>At least 6 faculty in the Department of Film and Media Studies have presented work in over 6 shows (Gold, Ewen, Polli, Anderson, and others)</i></p>

<p>Communication Sciences</p>	<p>Expand the capacity for this program</p> <p>Improve the research productivity of the program</p> <p>Create an Aud.D. in collaboration with CUNY</p>	<p>Identify funding for remodeling of Communication Sciences clinic <i>Funds are earmarked at CUNY</i></p> <p>Modernize the audiology booths for service and research <i>Booths are ordered, to be installed by August 2002</i></p> <p>Hire at least one faculty member with publications and funding <i>Gravel hired with funding; research space set up</i></p> <p>Submission of at least 2 proposals for externally funded research <i>Gravel has one PSC/CUNY; Suzanne Babyar – NIH submitted</i></p> <p>Continue development of the Aud.D. degree with other campuses <i>Active development underway in consultation with Brooklyn and the Graduate Center</i></p>
<p>Urban Public Health</p>	<p>Improve the focus and public visibility of the program</p> <p>Expand graduate enrollments</p> <p>Expand faculty participation in funded research</p>	<p>Develop at least one project with the City to show capacity <i>Healthy Homes Project accomplished with NYCDOH, Klitzman & Caravanos;</i> <i>Two conferences on Post-9/11 successfully completed</i></p> <p>Expand graduate FTE in areas other than Community Health <i>Graduate FTEs increased in relevant areas by 16%</i></p> <p>Involve at least 2 Health Professions faculty in research with Center for AIDS, Drugs and Community Health <i>Active research and training collaborative relationships with two affiliated Hunter Research Centers (CADCH, COEH), including Alcabes and Roye; new grants received by Freudenberg, Krauss, Roye and Roberts</i></p>
<p>Nursing</p>	<p>Hire outstanding faculty to begin 9/1/02 to build graduate program strength</p> <p>Improve recruitment of students</p> <p>Strengthen recruitment for master's programs</p>	<p>Hire at least two new faculty members with doctorate and publications <i>Shaw and Garland hired on substitute lines</i></p> <p>Expand the pool of applicants for graduate degrees by 10% <i>Developed new recruitment strategy and increased recruitment budget; efforts failed to increase pool or enrollment; new approaches to be examined</i></p> <p>Improve graduate enrollment by 20% <i>As discussed above, new strategy did not increase enrollment; efforts to be reexamined;</i> <i>Joint MSN/MPA with Baruch is in development stages; should increase enrollment</i></p>

Social Work	<p>Improve visibility through research</p> <p>Improve visibility through public programming</p> <p>Use research and visibility to improve ranking</p>	<p>Expand the number of proposals for external funding by at least 2 <i>Successful proposals were made by Gary Mallon and Andrea Savage</i></p> <p>Create a series of public programs to discuss issues and activities related to the School of Social Work <i>Several public programs have been scheduled, including named lectures (Caroff, Stanton)</i></p> <p>See improvement of 2-3 positions in national ranking <i>Ranking remains at #17; no change from last year</i></p>
Roosevelt House Policy Institute	<p>Develop a policy institute at Hunter to bring visibility to our programs in Education, Social Work, Urban Affairs and Planning, and other relevant programs</p>	<p>Offering of at least one major policy conference and other forums around themes of public policy <i>2 Public Health conferences (Post-9/11); Human Rights Program held 4/10/02; Social Welfare Program held 4/30/02</i></p> <p>Other Outcomes <i>President inaugurated new grant program: Presidential Awards for Policy Seminars and Speaker Series</i></p>

I. Raise Academic Quality

B. Enhance and Update Programs, Pedagogy, and Use of Instructional Technology

Programs	Specific Goals for 2001-2002	Measures of Success
Re-institute Master's in Gifted Education	Develop a plan for the degree	<p>Create Letter of Intent by Spring '02 <i>Letter of Intent delayed because likely program director on leave 2001/2002; study of potential faculty leadership group initiated</i></p>
Hunter Honors Scholars	Increase size and visibility of program	<p>Increase applications and admissions to program by 10 percent <i>In the CUNY Honors College: Applications for 2002/2003 up by 38% (to 554); Freshman enrollments for 2002/2003 up from 40 to 66 (65%); Mean SATs of enrolled students up from 1262 to 1320 (5%) Retention rate for 2000 to 2001 – 100% In the Hunter Honors Scholars Program, there are 30 freshmen and 50 sophomores; 43% increase from 2000</i></p>

Hunters Honors Scholars Cont'd	Increase size and visibility of program Cont'd	<p>Include HHSP on admissions materials and applications <i>HHSP information included in new catalog and on all relevant materials; New HHSP brochures with applications developed</i></p> <p>Other outcomes <i>HHSP space expanded and instructional technology upgraded</i></p>
	Evaluate honors courses and honors curriculum	<p>Develop and administer survey of Hunter Honors Scholars <i>Student evaluations gathered and survey being revised; plans for increasing rigor in curriculum by including additional upper division courses</i></p> <p>Other outcomes <i>Honors Coordinating Committee established to oversee and evaluate all Hunter honors programs</i></p>
General Education	Develop assessment of Academic Foundations	<p>Develop assessment mechanism and baseline data for improvement of writing and mathematics <i>Plans underway to compare CPE subscore data across cohorts of students, i. e., those who preceded the implementation of the new General Education Requirement and those who entered under it; Plans under development to use changes over time in mathematics and English placement test scores along with SAT subscores to measure improvements in qualitative and quantitative reasoning</i></p> <p>Raise the show and pass rates on the CUNY Proficiency Exams <i>In fall, 2001, 38.6 % of eligible students (both those required to take the test and those for whom it was optional) took the CPE, and 90.2% passed. In spring, 2002, the show rate improved to 50.4%, and the pass rate stayed high at 92.8%.</i></p>

<p>Follow-up for APR</p>	<p>Review external reports for:</p> <ul style="list-style-type: none"> • Music, Art (Studio and Art History), Political Science, Psychology, SEEK, English, Physics, Geography 	<p>Develop plans for follow up that will enhance department quality <i>All external reviews received; meetings with Departments of English, Music, Political Science, Geography held; plans for meetings with remaining departments made; program improvements are underway</i></p> <p>Plans will include specific targets and College commitments for: Staffing, Curriculum Development, Faculty development where appropriate, Teaching strategies, Research, Student outcomes and assessment strategies <i>Sample results:</i> <i>English: complete overhaul of English major, including raising required credits from 24 to 30; also program in English Language Arts revised</i> <i>Music: revision of numbering and level of major courses; enhancement of performance opportunities for majors; hiring of full- time faculty member in music education</i> <i>Political Science: faculty searches approved in International Relations/Comparative Politics and American Politics; Revisions of major requirements underway</i></p>
<p>Initiate and complete Academic Program Review</p>	<p>Programs to be reviewed:</p> <ul style="list-style-type: none"> • Asian-American Studies, History, Sociology, Computer Science, Nutrition, Mathematics and Statistics 	<p>Have self-studies completed and external reviews scheduled <i>Drafts received and currently under review for Asian-American Studies, Mathematics and Statistics, Computer Science, and Sociology;</i> <i>Drafts for History and Nutrition forthcoming</i></p> <p>Incorporate plans for program assessment in review <i>All programs under review are now asked to incorporate information on outcomes in their self-studies; programs are required to provide data relevant to student outcomes in the major as well as information about recent faculty productivity and faculty diversity</i></p>

<p>Accreditations for programs</p>	<p>Seek accreditation status for all possible programs</p>	<p>Successful accreditation for Nutrition (2002) <i>Self-study completed; site visitors scheduled for 10/02</i></p> <p>Successful accreditation for Occupational and Environmental Health Science (1st attempt) <i>Site visit completed; indications approval forthcoming</i></p> <p>Begin accreditation process for Medical Laboratory Sciences <i>Postponed; two of four faculty have left and need to be replaced</i></p> <p>Obtain unconditional approval for Master's in Physical Therapy (progress report after first accreditation visit due September 4, 2001) <i>Approval received, program accredited</i></p> <p>Complete self-study to prepare for accreditation visit in Communication Sciences <i>ASHA accreditation approval submitted spring 2002, visit scheduled for fall 2002</i></p> <p>Other outcomes <i>Planning for NCATE accreditation well underway to prepare for site visit 2003</i></p>
<p>Outcome Assessments</p>	<p>Develop approach and some outcome assessments</p>	<p>Develop draft of Middle States Interim Report (due June '03), including assessment plan <i>Plan for Report drafted; assessment planning begun; Funding received from CUNY to further assessment planning; First Forum on Outcomes Assessment held June 4, 2002; Assessment Task Force being assembled</i></p> <p>Develop assessment strategy for General Education <i>Underway, along with interim report draft</i></p>

<p>Improve campus teaching</p>	<p>Create a support structure on campus to:</p> <ul style="list-style-type: none"> • Assist faculty in improving instruction • Provide help and support for new instructors • Encourage Scholarship of Teaching 	<p>Create Teaching and Learning Center (TLC) <i>Center established with Joan Tronto, Director; Revised grant program, Presidential Initiatives in Teaching and Learning</i></p> <p>Provide at least 5 workshops and seminars <i>Five teaching and learning development workshops for faculty completed</i></p> <p>Help to train graduate students and new faculty <i>Orientations for new faculty held; New faculty handbook extensively revised and updated</i></p> <p>Submit at least two grants in Scholarship of Teaching <i>Major NSF grant in science teaching received; Geography education grant in preparation</i></p> <p>Faculty development for Writing Intensive Courses <i>Reading/Writing Center has offered several workshops over the course of the year; provided sample writing assignments</i></p>
<p>Review use of technology</p>	<p>Increase the effective allocation of technology resources</p>	<p>Do a technology audit on the campus and create a technology strategic plan <i>Technology audit has been completed; One-year Technology Strategic Plan completed and implemented; Technology Fee Plan approved by CUNY</i></p>

<p>Increase use of technology</p>	<p>Increase the use of distance learning (videoconferencing), as facilities permit</p> <p>Increase the number of courses on Blackboard</p> <p>Increase number of instructors trained to use Blackboard</p>	<p>Increase the number of videoconferencing courses and training during daytime by 2 courses <i>Increase in daytime academic courses from 2 to 8</i></p> <p>Increase the number of Blackboard courses by 35 (approximately 10%) <i>There has been an increase from 128 to 388 (203%) in one year in the number of courses that use Blackboard to some degree.</i></p> <p>Increase instructors trained by 20 <i>Several seminars training faculty to use Blackboard have been held. There is an increase from 5 to 205 this year in the number of faculty who have received training to use Blackboard; 110 faculty were actively using Blackboard in Spring 2002</i></p> <p>Other outcomes <i>Within the School of Education, the Administration/Supervision Advanced Certificate Program has received SED approval for an on line program format; PT3 grant received and implemented in Education; School of Education developed fully equipped smart classroom for instruction</i></p>
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I Raise Academic Quality

C. Increase Instruction by Full-time Faculty

Goals	Specific Goals for 2001-2002	Measures of Success
<p>Instruction by full-time faculty</p>	<p>Increase the % of instruction by full-time faculty members</p>	<p>Including all instruction (lower division, upper division, master's and doctoral), increase the number of contact hours as well as the percentage of the instruction done by full time faculty to 52% <i>Instruction by FT faculty increased from 51.1% to 53.2%</i></p>

II. Improve Student Success

A. Increase retention and graduation rates

Student Goals	Specific Goals for 2001-2002	Measures of Success
<p>Increase fall to fall retention rates</p>	<p>Increase retention in Baccalaureate Programs First time freshmen (full-time) Transfers (full-time) Sophomores Juniors (or graduates)</p> <p>Establish a sophomore initiative to: Target scholarship aid to 2nd year Ensure course availability for 2nd year Provide advising to connect to major Establish a plan for completion of degree</p>	<p><i>Latest available retention figures do not include measures of retention efforts during current academic year. We expect gains to become apparent with fall 2002 figures.</i></p> <p>Improve sophomore to junior retention by 2% <i>Scholarship program for continuing students has been revamped to support sophomore; Instituted new system of priority for sophomores in targeted courses; Intensive advising was given to all sophomores prior to registration, Sophomores were invited to major celebration meetings and degree audit workshop at 45 credits.</i></p>

<p>Increase fall to fall retention rates (cont.)</p>	<p>Establish a Presidential Committee on Student Services</p>	<p>Establish a Presidential Committee on Student Services to contribute to improved retention and graduation rates (see below) <i>Outside expert retained to supervise evaluation of Student Services. Committee was established and the report was submitted. Committee consisted of faculty and staff representing all divisions of the College, all vice-presidential areas, and students. Committee examined all services to students and the effectiveness of those services. Committee also reviewed the structure of the Office of Student Services, its leadership, and its relationship to faculty. Outside consultant worked with committee and has been retained to lead the reorganization effort.</i></p>
<p>Improvement of 6 year graduation rate</p>	<p>Rate for freshmen cohort (fall 2001) to improve through closer monitoring of student progress, advising to plan for completion, and other new programs</p>	<p>Improve graduation rate by 2% for freshmen cohort (fall 2001) <i>Emphasis placed on multiple advising techniques for first year students, major day celebrations, and expanded opportunities where students can connect with each other and the College. Mentoring programs linking lower division students with advanced students also increased.</i> <i>Most recent available graduation rate shows upward trend: for 1993 cohort, 27.1, 1994 cohort, 29.5%, 1995 cohort, 35.7%.</i></p> <p>Improve graduation rate for transfers by 2% <i>Graduation rate for transfer cohort (1996) not yet available, but most recent CUNY data show upward trend: for 1993 cohort 50.5%, for 1994 cohort, 50.3%, for 1995 cohort, 52.0%.</i></p> <p>Improve 6-year graduation rate. Our 5-year goal is to approach a 50% graduation rate for our entering class. <i>Data not yet available to assess these efforts</i></p>

II. Improve Student Success
B. Improve Post-Graduate Outcomes

Goals	Specific Goals for 2001-2002	Measures of Success
Improve pass rates on licensure and certification examinations	Improve overall performance on LAST examination Improve Nursing scores on NCLEX	Improve by 1% to 2% on examination <i>ATS-W: Hunter 98% pass; statewide 96% pass</i> <i>LAST: Hunter 96% pass; statewide 95%</i> Improve to previous levels or to at least 88% <i>Improvement from 64.4% (2000) to 80.4% (2001)</i>

II Improve Student Success
C. Improve College Readiness

Goals	Specific Goals for 2001-2002	Measures of Success
Improve effectiveness of Immersion	Improve student skills in Writing, Reading, and Mathematics to full proficiency or Prelude to Success; Review immersion curriculum and delivery	85% success rate through Immersions (Non-ESL, Non-SEEK) <i>ACT scores down from 84.1% (2000) to 69.0% (2001); Most problems are in the reading and writing areas; the pass rate in math immersion classes continues to be strong—over 90%. For summer 2002, the immersion program will be lengthened from 15 days to 4½ weeks, with longer hours each day, particularly in language areas.</i>

<p>Increase College Now enrollment and completion</p>	<p>Enrollment in College Now (including 9th and 10th grade)</p>	<p>Expand outreach to 1200 students and completion rate to 90% in College Now courses <i>College Now activities range from taking credit-bearing courses at the College to participating in ESL workshops to special Saturday classes for students, and, for faculty, to attending a variety of development activities designed to improve student learning. More than 1400 students participated in all activities; there were 147 new registrations in credit-bearing courses, and 100% completion achieved.</i> <i>80% of College Now participants in 2000-2001 earned an A, B, or C in College Now course or demonstrated mastery of material in workshops.</i></p> <p>Other Outcomes <i>25 “Myself Third”: Spirit of New York Scholarships were given out to NYC High School students who have participated in College Now and have chosen to attend CUNY in fall 2002. Six of the scholarship winners—over 20%--have elected to attend Hunter College.</i></p>
<p>Increase information literacy</p>	<p>Develop information literacy program in Library</p>	<p>Integrate in ORSEM <i>The Information Literacy (IL) guidelines were completed and tested in a History 151 class.</i> <i>A prototype presentation is available at: http://library.hunter.cuny.edu/clwillia/ACRL.ppt. This prototype was presented at a pre-conference at the Annual Meeting of the American Library Association on the IMLS grant that funded that project. We are also developing an instruction program based on IL principles for College Now.</i></p>

III. Enhance Financial and Management Effectiveness

A. Meet Enrollment Goals

Goals	Specific Goals for 2001-2002	Measures of Success
Meet enrollment goals	Maintain enrollment at stable level	<p>Enroll 20,000 students (headcount) <i>Projection will be realized for fall, 2002</i></p> <p>Enroll approximately 15,000 undergraduates <i>Projection will be realized.</i></p>
	Increase graduate enrollment	<p>Reach 25% of total enrollment <i>Early projections indicate an increase in graduate enrollment by 1% from 22.8% (fall,2001) to 23.9% (fall, 2002).</i></p>
	Increase competitiveness of undergraduate	<p>Raise SAT scores of first year students unconditionally admitted by 3% <i>Mean SAT of the admitted first time freshman class for fall 2002 is currently projected at 1107; this is 68 points higher than the previous fall mean SAT (1039); mean CAA has also climbed from 83.5 for 2001 to 85.0 for fall 2002.</i></p> <p><i>Non-conditional freshman admits currently represent 66.6% of the accepted fall 2002 freshman class as compared with 51.4% last year</i></p>
	Increase quality of student body unconditionally admitted	<p>Reduce number of admitted students requiring immersion programs <i>510 students attended Summer Immersion in 2001. The projected number for Summer 2002 is 301 (because students are still registering, this number may change).</i></p>

III. Enhance Financial and Management Effectiveness
B. Increase Revenue from External Sources

Programs	Specific Goals for 2001-2002	Measures of Success
Increase revenues from grants and contracts	Use workshops, new faculty orientations and support for new investigators to improve	<p>Exceed \$30 million (2000-2001) by at least 2% <i>June 15 receipts are already at \$36 million (15.3% increase)</i></p> <p>Other outcomes <i>Major NSF Institutional Transformation Award received to support women scientists;</i> <i>Two-day workshop offered to promote grant-writing skills among faculty.</i></p>
Improve financial management/Financial Information	Develop and implement comprehensive financial information system encompassing funds from internal and external sources	<p>Reduce subsidies to Kaye Playhouse and eliminate private production company, return Playhouse to use by academic departments <i>Kaye Playhouse deficit substantially reduced from \$ 400,000 in fiscal year 2001 to \$ 100,000 in fiscal year 2002.</i> <i>Kaye Playhouse used regularly for academic programming, including numerous post-9/11 conferences.</i></p> <p>Produce monthly reports from system beginning July 2002 <i>New Vice President of Administration hired; Work is underway to analyze all fiscal systems at Hunter College with an eye toward developing or purchasing a new system for fiscal information and management; work is also underway to evaluate current internal systems of identifying new College needs and resource reallocation opportunities and to develop a process and timetable to enhance budget-making, including a system of controls and long-term financial planning.</i></p>
Improve system for generating revenue	Develop marketing program for rental facilities	<p>Increase annual rental revenues <i>Rates have been increased for various rental properties; responsibility for rental opportunities is being shifted to Vice President for Administration. Work is underway to hire a professional consultant to evaluate current changes for potential opportunities for increasing revenue. Spaces include the Assembly Hall, Kaye Playhouse, Brookdale Auditorium and other spaces not being utilized for classrooms or laboratories.</i></p>

	Conduct cost/benefit review of Continuing Education Programs	Produce report recommendations beginning in July 2002 <i>Work is underway to select a professional consultant to review financial and programmatic aspects of Continuing Education programs for effectiveness and efficiency. Additionally, suggestions on expanding public awareness of Hunter College initiatives, such as Continuing Education, will be investigated.</i>
Increase revenue from external sources	Increase revenue through new partnerships with local institution and organizations Increase relationships with State and local elected officials and agencies	Hire a Director of External Affairs <i>Director of External Affairs hired; Outside consultant has been retained pro bono. Government and community relations strategy is being developed; created neighborhood mailing list and had a number of successful public events including: Bill Thompson, New York City Comptroller; Betsy Gotbaum, Public Advocate; Senator Roy Goodman; President Bill Clinton; America's Society; College involved in efforts to restore the 7th Regiment Armory.</i>
	Develop new strategies for foundation, corporate, and Alumni funding	<i>Development consultant retained; Audit of development office completed; strategic plan for fundraising completed; Case statement completed; Extensive work completed in restructuring Hunter College Foundation</i>
Enhance Hunter's reputation	Develop strategies to promote media coverage	Hire Deputy Director of Public Relations <i>Hired Deputy Director of Public Relations</i> Hire Public Relations firm <i>Hired as outside consultants</i>

III. Enhance Financial and Management Effectiveness

C. Better Serve Students and Extend Resources by Improving Efficiency

Programs	Specific Goals for 2001-2002	Measures of Success

<p>Improve Delivery of Student Services</p>	<p>Establish Presidential Committee to review student services</p>	<p>Create Freshman Orientation Program and offer in summer 2002 and spring 2003 <i>Orientation was changed slightly for incoming students in fall 2002. New students were brought in earlier than in previous years and advised about their course of study. Also, financial aid counselors were added to the Orientation process. Students received individual attention with web-based registration, which was brand new to the College this year.</i> <i>Once reorganization is completed in the Office of Student Services in summer and fall, 2002, new orientation procedures will be put in place for new students beginning spring, 2003.</i></p> <p>Undertake comprehensive review of student services including academic and personal advising, and tracking of progress toward degree completion <i>Consultant retained to assess student services. A committee of faculty, students and staff representing all divisions of the College, all vice presidential areas, to evaluate student services, met every two weeks during fall 2001. The committee examined all services to students and the effectiveness of those services. Its main focus was on advising and orientation provided to freshmen, transfer, and continuing students. The committee also examined the structure of the Office of Student Services, its leadership, and its relationship to faculty. Faculty and student surveys and at least five different focus groups were conducted.</i></p>
<p>Improve Delivery of Student Services (cont.)</p>	<p>Establish Presidential Committee to review student services cont.</p>	<p>Prepare recommendations for reorganization/reallocation of student services resources for more effective delivery of services to students <i>Final report to the President included recommendations for restructuring and reorganizing of the delivery of services and advising. Outside consultant has been retained to lead the reorganization effort.</i></p>

	<p>Establish working committee to review admissions process and retention issues</p>	<p>Hire a Director of Pre-Admissions and Scholarships <i>Joseph Fantozzi was hired as Director of Pre-Admissions and Scholarships.</i> <i>A Presidential Committee was established in summer 2001 to establish strategies for recruiting students to Hunter. The committee met regularly throughout the academic year to examine enrollment patterns, student needs, program preferences, registration procedures for new students, and advising procedures. Many of the recommendations have been implemented for the 2002 group of students entering Hunter. Analysis of fall 2002 enrollment patterns will be completed to make adjustments for fall 2003.</i> <i>Three “At Home at Hunter” events were held in April 2002 to enable admitted students and their parents to meet with faculty, Deans, and counselors to discuss academic opportunities at Hunter. The event culminated in student registration for fall 2002 courses.</i></p> <p>Improve yield rate of accepted students from early allocation phases <i>Yield rates not yet available.</i></p>
	<p>Review strategic use of scholarships for recruitment and retention</p>	<p><i>There has been a concerted effort to review and change the ways in which scholarships have been used to recruit and retain academically able students. For example, we have expanded the use of scholarships to pay for dormitory rooms for incoming CUNY Honors students, and that stands as one explanation for why our yield improved from 31 % in 2001 to about 44% in 2002. We have changed the way we make awards to continuing students, especially sophomores, so that students experience a streamlined application process and can count on their award sooner. New award programs have been inaugurated for students in the Thomas Hunter Honors Program.</i></p>

Strengthen Enrollment Management	Review effectiveness of organization of enrollment management functions	<p>Hire Coordinator of Enrollment Management <i>Susan Morgulas hired as Coordinator of Enrollment Management.</i></p> <p>Other outcomes</p> <ul style="list-style-type: none"> ▪ <i>Online and Telephone Registration (Web registration) Developed</i> <i>Tested this new registration system as a pilot for improving student services technology initiatives</i> ▪ <i>“Transfer Day” Developed</i> <i>To provide students with opportunities to discuss majors and transfer credit issues</i> ▪ <i>Study of class scheduling and classroom utilization underway.</i> ▪ <i>Recommendations from Student Services Report under consideration</i>
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IV. Undertake Long-range Planning for Physical Space

Programs	Specific Goals for 2001-2002	Measures of Success
Improve physical planning for the College	Update Master Plan and plan for implementation	<p>Assemble team of architects and planners to analyze land/space use and consider possibilities for space acquisition <i>Team assembled; analysis and planning underway.</i></p>

Draft –7/8/02