Goals	Objectives	2010-2011 University Targets	Representative Indicators
Raise Academic Quality	1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix	**1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies** A. *The CUNY School of Public Health at Hunter College will be accredited in 2010-11* B. *The School of Education's School Counseling Program will undergo CACREP accreditation for the first time* **1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community** A. *Continue to draw recognition for academic quality* B. *Continue to increase visibility for Hunter's research centers and institutes* C. *Continue to invest in external collaborations* D. *Continue to serve the community via new programs in public health and nursing, an expansion of training programs for teachers of autistic children, and developing a new masters program to train dance teachers for the public schools* **1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation** A. *Make progress on college-wide strategic planning process* B. *Create comprehensive multi-year reports on divisional and department spending, teaching efforts and workload, and enrollment* C. *Revise templates for academic program review to put more emphasis on course and program level assessment, teaching with technology, and strategic program development* D. *Continue to invest resources in Roosevelt House Public Policy Institute, the new School of Social Work/CUNY School of Public Health at Hunter College and upgrade existing science facilities* E. *Continue to develop and implement critical programs in flagship areas* F. *Working closely with the Chancellor's Office, seek to obtain new facilities for flagship studio arts program* G. *Continue to aggressively pursue new space opportunities for the sciences* H. *Win approval for revised nursing curriculum to change point of entry from junior to sophomore year to strengthen the curriculum, reduce transfer applications*	1.1 Documented results of all accreditation reviews 1.2 Recognition/validation from various external sources 1.3 Evidence of making academic decisions informed by data, including shifting resources to University flagship and college priority programs 1.4 Reports of courses with a significant technology component and self-reports by colleges

<table>
<tr><td></td><td></td><td>

from students unlikely to be accepted into nursing and relieve pressure on science laboratory course enrollments
I. *Evaluate study abroad program to determine strategies and resources needed to increase participation*

1.4 Use of technology to enrich courses and teaching will improve
A. *Continue successful Faculty Innovations in Teaching with Technology (FITT) program, "Tech Thursdays" faculty presentations and "Tech Monday" faculty training sessions*
B. *Continue to upgrade classroom technology; establish and implement a classroom technology replacement cycle*
C. *Extend the use of Adobe Connect to more courses to provide distance learning capabilities*
D. *Continue four-year computer replacement program for faculty*
E. *Continue to upgrade and add software to enhance teaching and learning; improve dissemination of information on software availability and updates*
F. *Increase multimedia support to courses through audio-visual services and the library*

</td><td></td></tr>
<tr><td></td><td>

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

</td><td>

2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers
A. *Target resources, including the Presidential Travel Award program and a new pilot Presidential program to support faculty research, to support faculty research and teaching.*
B. *Strengthen initiatives to support faculty efforts to seek external funding*
C. *Continue to hire outstanding scholars in key areas*
D. *Publish new online faculty handbook, which will include recently revised tenure and promotion procedures*
E. *Continue to provide enriched orientations for new full-time faculty, part-time faculty and GTFs and professional development opportunities, including events allowing faculty to share best practices and form collaborations like "Technology Thursdays" and "Science Thursdays"*

2.2 Increase faculty research/scholarship
A. *Continue high level of participation in CUNY's online scholarship report system*
B. *Continue implementing Digital Measures as a means of documenting faculty scholarship*
C. *Continue efforts, including those with CUNY, to create and improve research*

</td><td>

2.1 College self-reports on efforts to build faculty teaching and research quality through hiring, tenure processes, and investments in faculty development for full-time and part-time faculty
2.2 Faculty scholarship and creative work
2.3 % of instructional FTEs delivered by full-time faculty, mean hours taught by full-time new and veteran faculty
2.4 Faculty and staff diversity and affirmative action reports

</td></tr>
</table>

		facilities	
		2.3 Instruction by full-time faculty will increase incrementally A. *Faculty workload committee will finalize its analysis of faculty workload survey and make recommendations* **2.4 Colleges will recruit and retain a diverse faculty and staff** A. *Continue to actively recruit a diverse faculty and staff*	
Improve Student Success	3. Ensure that all students receive a quality general education and effective instruction	**3.1 Colleges will provide students with a cohesive and coherent general education** A. *Mellon Committee on General Education Reform will make progress on revising pluralism and diversity and writing requirements* B. *Use CUE funding to support select initiatives by the Mellon Committee* **3.2 Colleges will improve basic skills and ESL outcomes** A. *Continue to provide support for mathematics instruction* B. *Improve ESL outcomes over last year's levels* C. *Continue evaluation of key academic support centers* **3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study** A. *Maintain or improve the % of students passing gateway courses with a C or better* **3.4 Show & pass rates on CUNY proficiency exam will increase** A. *Maintain or improve Hunter's high show and pass rates* **3.5 Colleges will reduce performance gaps among students from underrepresented groups and/or gender** A. *Continue to monitor gaps in retention and graduation rates and the % credits attempted among various groups* **3.6 Colleges will show progress on implementing faculty-driven assessment of student learning** A. *Continue to implement Senate resolutions on including learning goals on new and existing syllabi*	3.1 Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.) 3.2 Basic skills test performance and related data. (Ex. % enrolled in summer immersion with an increase in score at end of summer, pass rates on exit from remediation. Bacc. colleges: % of SEEK and ESL students who pass skills tests in 2 yrs.; % of instructional FTEs in lower division courses delivered by full-time faculty. Assoc. colleges: % of remedial students at 30 credits who pass all basic skills tests) 3.3 % of students passing gateway courses with C or better 3.4 Show & pass rates on CUNY proficiency exam 3.5 1-yr. retention rates by underrepresented group status and gender; for all students, % of credit hours

		B. *Continue development of program-level assessment in the School of Arts and Sciences* C. *Provide resources and development opportunities to support faculty assessment of student learning*	attempted that are earned by underrepresented group status and gender (Fall semester) 3.6 Documented evidence that faculty are assessing student learning, using results to make improvements, and documenting the process
	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** A. *Continue to offer scholarships during summer, fall, winter and spring sessions to support students earning 30 credits a year* B. *To encourage timely progress toward degree completion, provide preliminary graduation audits to lower as well as upper seniors; expand Senior Year Network activities; promote the use of the "time to degree" option in Degree Works* **4.2 Retention rates will increase progressively** A. *Maintain or improve upon Hunter's recent gains in retention rates* **4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs** A. *Maintain or improve upon Hunter's recent gains in graduation rates in baccalaureate and masters programs*	4.1 % of freshmen and transfers taking a course the summer after entry; ratio of undergrad FTEs to headcount; % of students with major declared by the 70th credit; average # credits earned in first 12 months 4.2 1-yr. and 2-yr. retention rates 4.3 6-yr. AA/AS/AAS, BA/BS graduation rates; 4-yr. BA/BS graduation rates; 4-yr. MA/MS graduation rates
	5. Improve post-graduate outcomes	**5.1 Professional preparation programs will improve or maintain the quality of successful graduates** A. *Maintain high pass rates on NYS Teacher Education certification exams* B. *Continue implementing plan in the School of Social Work to raise pass rates on the LMSW and LCSW* C. *Maintain or improve PT and Communication Sciences pass rates and Nursing NCLEX scores* D. *Continue tracking pass rates for students who take voluntary certification exams in advanced practice nursing specialties* **5.2 Job and education rates for graduates will increase** A. *Continue to systematically collect GRE, LSAT, MCAT and GMAT scores* B. *Establish baselines for the number of students who apply for/gain admission to*	5.1 Pass rates and # of students passing licensure/certification exams 5.2 College self-reports and surveys of graduates' job placement rates; % of graduates continuing their education

		graduate or professional schools	
	6. Improve quality of student and academic support services	**6.1 Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning** A. *Administrative Assessment Workgroup will assess advising services* B. *Hire new chief librarian and begin to implement plans to reshape the 68th Street library to better support student learning* C. *Building on the success of the "recruitment" component of the Constituent Resource Management (CRM) system, procure and implement the "retain" component to improve communication with and tracking of current Hunter students* D. *Replace remaining PAC terminals with new computers; move underutilized PACS to areas more commonly used by students* E. *Replace the main Hunter website to provide faster and easier access; add accessibility additions to most Hunter websites* F. *Upgrade wireless infrastructure, including adding some higher speed wireless access points in critical areas*	6.1 Student experience survey results and other data and reports on improved quality and satisfaction with student, academic, and technological support services
Enhance Financial And Management Effectiveness	7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses	**7.1 Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise** A. *Maintain or improve mean SAT/CAA scores* B. *Maintain ratio of over 25% graduate enrollment to continue to relieve resource pressure at the undergraduate level* C. *Continue to enhance online graduate admissions process* D. *Maintain enrollment in adult and continuing education programs* E. *Integrate Parliamo Italiano curriculum into adult and continuing education program* **7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges** A. *Maintain or improve Hunter's high percentage of TIPPS course equivalency evaluations* B. *As the lead institution of the CUNY School of Public Health at Hunter College (SPH), continue to work closely with the Graduate Center and Brooklyn and Lehman Colleges to open the SPH* C. *Make progress on Hunter approval process for Hunter-Queensborough*	7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs 7.2 TIPPS course equivalencies, pipeline programs, transfer credit acceptance, e-permit, joint programs, etc. 7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled

		Community College program to facilitate the seamless movement of nursing students through the AND and BSN degrees **7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity** A. *Hunter's College Now (CN) program will achieve an enrollment rate of 95%* B. *85% of CN students will complete College Now courses with a C or better* C. *College Now will extend participation in precollege activities leading to course credit by 5%*	
	8. Increase revenues and decrease expenses	**8.1 Alumni-corporate fundraising will increase or maintain current levels** A. *Maintain or increase alumni and corporate giving* B. *Initiate a multi-level alumni marketing program to establish giving circles, promote giving and increase alumni participation* C. *Create alumni affinity programs through insurance and credit card companies* D. *Increase awareness and participation in our matching gifts program through email and web communication* **8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education** A. *Meet College's agreed upon revenue targets for adult and continuing education* B. *Meet College's agreed upon tuition and fee revenue target* **8.3 Colleges will improve or maintain sound financial management and controls** A. *Continue to maintain or reduce the percentage of administrative spending as a part of total expenditures* B. *Continue Administrative Assessment program in an effort to continually enhance and improve administrative functions* C. *Building on the success of Hunter's new on-line full-time faculty hiring process, implement an on-line part time appointment system, as well as an adjunct appointment system* **8.4 Colleges will implement financial plans with balanced budgets** A. *Implement a balanced financial plan* **8.5 Contract/grant awards will increase** A. *Maintain or increase Hunter's excellent level of grant submission and external*	.1 Alumni/corporate fundraising (CAE-VSE report) 8.2 Revenue 8.3 % of budget spent on administrative services; timely deposits with university controller, and responsiveness to and resolution of accounting and external/internal audit findings and action plans 8.4 Financial health and evidence of a solid financial plan; end fiscal year with 2% or less of allocated budget as reserve 8.5 Contract/grant awards (RF Report + CUNY projects) including for research 8.6 Indirect cost recovery as ratio of overall grant/contract activity

		funding	
		8.6 Indirect cost recovery ratios will improve A. *Improved indirect cost recovery ratios will be maintained or improved*	
	9. Improve administrative services	**9.1 Colleges will make progress within a declared capital campaign** A. *Continue capital campaign; refresh and update campaign goals, institutional needs, giving/naming opportunities and prospect pipeline* B. *Continue to use the Foundation Board to lead the capital campaign* **9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges** A. *Improve student access to advising, registration assistance, and information about loans and scholarships* B. *Implement new tracking system for the technology helpdesk* C. *Implement student surveys to assess satisfaction with administrative services* **9.3 Colleges will improve space utilization** A. *Design and implement a multi-year comprehensive space utilization and classroom reservation survey; continue to review and improve current room usage* B. *Begin to re-program the space at the Brookdale campus as the School of Public Health prepares for its move to East Harlem* C. *Continue to reconfigure the 68th Street library to use space more efficiently* D. *Make more and better use of the School of Social Work building at 79th Street for Arts and Sciences classes* E. *Increase instruction offered on Fridays and weekends and at night and 7am* **9.4 All colleges will improve Risk Management on campus** A. *Continue to update risk management plan; continue participation on CUNY Risk Management Council* B. *Improve EHS website by providing links to chemical safety sheets and chemical inventories on campus* C. *Work with FDNY to increase the number of lab managers with FDNY certification* **9.5 All colleges will make timely progress on CUNY FIRST implementation**	9.1 Evidence of declared capital campaign with fund-raising goal (through FY15), campaign chairperson, vision/case statement, and detailed plan by FY11 9.2 Surveys of student satisfaction with nonacademic administrative support services 9.3 % of instruction delivered on Fridays, nights, weekends; space prioritized for degree and degree-related programs 9.4 Evidence of improvement including the implementation of the *Environmental Management System* and its integration with the campus Risk Management Plan 9.5 Evidence of timely progress such as responsiveness to help desk tickets, following the established escalation process, holding monthly campus team meetings, and releasing employees to attend training 9.6 Progress toward a 10-yr plan submitted to sustainability task force

<table>
<tr>
<td></td>
<td></td>
<td>

A. Implement CUNY First in accordance with CUNY's plans and guidelines; hold regular campus team meetings; plan and implement readiness tasks, including campus-based training and data validation

B. Continue to participate in user acceptance testing, training and other project tasks as needed

9.6 Each campus should have a functioning campus sustainability council with broad representation from the campus community, and have a recognized, multi-year campus sustainability plan

A. Continue regular meetings of the College Sustainability Council; improve sustainability efforts by incorporating elements of the plan into daily practice

</td>
<td></td>
</tr>
</table>