

2012 – 2013 Academic Year

Goal 1: Raise Academic Quality**1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies**

- The SOE Counseling program was fully accredited by CACREP (the Council for Accreditation of Counseling and Related Educational Programs) for six years.

A. Achieve accreditation in the Didactic Program in Dietetics and the Dietetic Internship

- The MS Didactics Program in Dietetics and Dietetic Internship programs were accredited for 10 years by the Accreditation Council for Education in Nutrition and Dietetics.

1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community

- Hunter was ranked 8th (up from 10th in 2010) among public universities in the North in the Best Universities-Master's category in the 2013 edition of America's Best Colleges by U.S. News and World Report. Hunter and Baruch were the top CUNY colleges in this category. Overall, among the 572 public and private institutions in this category, Hunter is in the first tier with a rank of 38, up from 45 in 2010; Hunter also ranked second among Master's Universities whose students graduate with the least debt and ranked third with respect to diversity.

- For the 5th consecutive year, The Princeton Review named Hunter a "Best Value" public college; Hunter was featured in The Princeton Review's "376 Best Colleges" issue.

- In 2012-2013, with 5 winners, Hunter was recognized as a top producer of US Fulbright Students.

A. Draw external recognition for Hunter faculty and academic programs

- In a formal press conference in September 2012, Mayor Bloomberg announced Hunter's groundbreaking partnership and joint real estate project with MSKCC and highlighted that project in his State of the City address as one of a handful of priorities in his final year in office.

- Following the \$13 million renewal of Hunter's NIH RCMI grant last year, Hunter's Gene Center named a new external advisory board including Nobel-prize winner Richard Axel and President of the American Society of Clinical Oncology Clifford Hudis.

- Weill Cornell's CTSC grant, of which Hunter is a major partner, was renewed for five years and \$49.6 million, thereby strengthening our ongoing collaborations and providing millions of dollars in project funding for Hunter scientists and nurses.

- Roosevelt House was featured in a PBS "Treasures of New York" documentary dedicated to the history and renovation of the house and Hunter's role in the past and present of the house. This year's Presidential Leadership Symposium, "Ike Reconsidered: Lessons from the Eisenhower Legacy for the 21st Century" was recorded by CSPAN and is being aired as part of the "Presidency" program of American History TV on CSPAN-3; papers from the event will be published in a forthcoming issue of *Presidential Studies Quarterly*.

- Exhibits at Hunter's art galleries regularly attract attention in the national press. Galleries Director and Bershard Professor of Art History Joachim Pissarro received favorable reviews in *The New York Times*, *ArtForum* and *The Paris Review* for "Times Square Show Revisited," and in *The New York Times* for "Conceptual Abstraction." Harper Montgomery, Patricia Phelps de Cisernos Professor of Latin American Art, also received positive reviews for "Open Work in Latin America, New York & Beyond: Conceptualism Reconsidered, 1967 – 1978" in *The New York Times*.

- Hunter's third annual Joan H. Tisch Community Health Prize attracts more applicants and attention with each passing year; This year's prize was given to Turning Point for Women and Families, Independence Care System's Breast Cancer Screening Project for Women with Physical Disabilities and Robert Cordero, Executive Director of CitiWide Harm Reduction in the South Bronx.

- Hunter's faculty in the arts and humanities received numerous awards and honors: Carrie Moyer (Art) was awarded a 2013 Guggenheim Fellowship; Daniel Bozhov (Art) was awarded a \$25,000 2012 Grant to Artist by the Foundation for Contemporary Arts; Colum McCann's (English) new novel, *Transatlantic*, published June 4, 2013 has received extremely positive early reviews in the *Washington Post* and *Kirkus Reviews*; for the second time, Jonathan Kalb (Theatre) received the George Jean Nathan Award for Dramatic Criticism, considered the top drama critics award in the US, for his book "Great Lengths." The Theatre Library Association also awarded Kalb the George Freedley Memorial Award for the book. Emily Braun (Art & Art History) and Colum McCann (English) were also featured prominently in *The New York Times*. Daniel Margocsy (History) was awarded a 2012/2013 New York Public Library Cullman Center for Scholars and Writers Fellowship.

- The work of many of Hunter's scientists was featured prominently in the national press: Christopher Gilbert (Anthropology) and colleagues discovered a new species of monkey in the Democratic Republic of the Congo – only the second new species of African monkey discovered in the last 28 years - and his findings were published in the journal PLOS ONE. Herman Pontzer's (Anthropology) groundbreaking work on primate nutrition, Diana Reiss's (Psychology) work on animal behavior and conservation and William Solecki's (Geography) – co-chair of the NYC Panel on Climate Change - work on rising sea levels were featured in *The New York Times*. *The Wall Street Journal* featured Paul Feinstein's (Biological Sciences) development of a genetically modified mouse able to detect TNT and thereby help safely find and clear landmines and Chemist Donna McGregor's work with undergraduates to recreate the scent of a performance artist, which attracted national attention when it was publicly exhibited. Ofer Tchernichovski's (Psychology) research on birdsong and its relationship to human vocal development was the cover story in a May 2013 issue of *Nature* and Mark Hauber's (Psychology) work on parental recognition in birds was an Editor's Choice in *Science* and featured in *Nature*.

- Faculty in the professional schools also garnered recognition: Dean Gail McCain, Judith Aponte, and Kenya Beard were inducted as Fellows in the New York Academy of Medicine; Donna Nickitas and Carol Roye were inducted as Fellows in the American Academy of Nursing; Donna Nickitas was selected as a Fellow of the National Academies of Practice; the American Public Health Association selected new faculty member Lorie Goshin as the Public Health Nursing Section 2012 Junior Investigator Award recipient; Paul Kurzman was awarded the Lifetime Achievement Award from the National Association of Social Workers New York City Chapter.
- Other recognition of note
 - Hunter’s Chinese Flagship Center – funded via a \$900K grant from the U.S. Department of Defense - is thriving with 45 student enrolled. Based on its outstanding performance, Hunter was offered a subsidized faculty line to support the program and three Flagship students received Boren scholarships.
 - Hunter faculty who received Fulbright awards this year included Erica Chito Childs (Sociology), Terrie Epstein (Curriculum & Teaching) and Marnia Lazreg (Sociology); Juan Pena (Social Work) also received a Fulbright travel award to the Dominican Republic.
 - Phillip Ewell (Music) and Christopher Gilbert (Anthropology) won two of the four Felix Gross Endowment awards that the CUNY Academy for the Humanities and Sciences awarded in 2013; this is the second year in a row that Hunter faculty won half of the awards given.
- B. *Implement college-wide strategic planning*
 - Hunter has made good progress toward each of its strategic goals:
 - Becoming a research intensive institution: a line was created and the search for an Associate Provost for Research is nearing completion; a successful seminar for mid-career scholars was launched; funding for the Presidential Fund for Faculty Advancement and the Presidential Travel Award programs was increased.
 - Student success: Pathways was successfully implemented; a \$500K implementation grant was funded by the Mellon Foundation for continued support of the Arts Across the Curriculum initiative; Hunter’s successful scholar cohort programs were expanded; a new program to support the development of interdisciplinary courses (Curricular Innovation Grants) was launched; Hunter hosted its inaugural Undergraduate Research Conference; a fourth year of NSF funding to support the Science Mathematics Opportunities Network (SciMON) was secured.
 - A sense of place at Hunter: the ribbon cutting for phase one of the library renovation will be held June 18, 2013; Hunter’s floor in the new Weill Cornell building, which will include 8-12 new science labs, is under construction; faculty are moving into the new Studio Art building at 205 Hudson Street; the science and health building with Memorial Sloan Kettering Cancer Center has been approved by the community board and is in the planning stages; a \$10 million gift has allowed Hunter to secure a new building and an additional 26,000 sq. ft. on East 67th Street.
 - The Deans have all developed strategic plans in line with the college plan and implementation is underway.
- C. *Working with the Dean of Weill Cornell Medical Center (WCMC) and her leadership team, plan space and collaborative efforts for full floor of new WCMC building on 69th Street for top Hunter scientists*
 - Hunter has begun meeting with its scientists to plan the space and the faculty who will occupy it and has worked to clarify its share of the building operating and maintenance expenses associated with the lease and identify other expenses associated with Hunter’s floor, including support services.
 - i. *Obtain 5-year renewal for NIH-funded CTSC grant with WCMC and Memorial Sloan Kettering Cancer Center (MSKCC)*
 - The CTSC grant with WCMC and MSKCC was renewed, June 1, 2012 - May 31, 2017.
- D. *Begin planning state-of-the-art facilities in new building with MSKCC for nursing, physical therapy and science programs*
 - Working on a regular basis with the Central Office, Hunter is making great strides in planning the new space at 74th Street and has completed plans for swing space at LGCC for health programs while simultaneously re-locating Brookdale to the main campus as a result of Superstorm Sandy.
- E. *Move into new building for MFA in Studio Art program in Tribeca; make connections to the local arts community*
 - The construction of the 2nd, 3rd, and 4th floors is complete; arrangements have been made to proceed with the gallery build-out, and the move is currently under way.
- F. *Hire academic leaders, including the Associate Provost for Research and a new Director for the Public Policy Program*
 - Searches for Associate Provost for Research and Director of Public Policy have yielded outstanding candidates and are nearing completion.
- G. *Expand external collaborations and outreach in East Harlem*
 - Under the leadership of its Director of External Affairs, Hunter brought the flagship “I Have a Dream” initiative to PS7 – a K-8 public school located one block from the Silberman building; faculty and students from the Schools of Social Work, Nursing, Education and Public Health are all collaborating on this multi-faceted initiative to help first-graders stay on track and ultimately attend college.
 - An integrated interdisciplinary team under the leadership of Interim Dean of SPH Neal Cohen and Dean of SSSW Jacqueline Mondros have established a large and successful student internship program in East Harlem agencies and collaborated with local agencies to provide services to area residents and conduct research to benefit the neighborhood.
 - *A Geo-Spatial Platform for East Harlem*, led by Hunter Geography Professor Sean Ahearn and Interim Dean of SPH Neal Cohen, will develop a spatial laboratory for health science, social work, education and economic well-being, initially concentrating on the East Harlem community.
 - Working closely with community partners, Hunter’s East Harlem Art Gallery regularly develops and presents exhibitions meaningful to the local community, including this

year's exhibits, "Picturing Puerto Rico Under the American Flag: The Photographs of Loise Roskam, 1937-1948," "Portraits: My City, Myself: Young Artists from Studio in a School" and "Studio in a School: Art & Healthy Living."

- Silberman's physical presence is recognized as important to the development of East Harlem. *The New York Times* has noted – in March 2013 – that demand from students who attend the Silberman School of Social Work is "driving developers to build more housing in East Harlem."
- H. *Make progress on key interdisciplinary initiatives, including submitting a proposal to the Mellon Foundation for Hunter's "Arts Across the Curriculum" initiative*
 - On June 6, 2013, the Mellon Foundation funded Hunter's \$500K implementation grant to expand the nature and scope of initiatives launched with the planning grant and leverage and advance Hunter's robust arts programs.
- I. *Building on the success of last year's Presidential Leadership Symposium at Roosevelt House, "Revisiting the Great Society: The Role of Government from FDR and LBJ to Today," host a symposium on Eisenhower*
 - The Roosevelt House Public Policy Institute presented "Ike Reconsidered: Lessons from the Eisenhower Legacy for the 21st Century," March 7-8, 2013. Led by Andrew Polsky (Political Science) and co-sponsored with the Eisenhower Foundation, this two-day academic program and evening public lecture brought a host of high-profile scholars and policymakers together to discuss the implications of Eisenhower's policies and achievements.
- J. *Continue to build partnerships with NYC cultural and scientific institutions*
 - In addition to Hunter's expanding relationships with MSKCC and WCMC – outlined throughout this report:
 - Through Roosevelt House, Hunter deepens its ties with the Aspen and Hudson Institutes. Through our partnership with Aspen, Hunter welcomed Aspen Arts Director Damian Woetzel and Yo-Yo Ma for a conversation with faculty, students and community members. Via our partnership with Hudson, Hunter hosted President of the Czeck Republic Vaclav Klaus in the first event celebrating the publication of his new book, *Europe: The Shattering Illusions* (2012).
 - Hunter is partnering with Jazz at Lincoln Center to develop a Jazz Studies certificate program.
 - Hunter continues to strengthen its partnership with the Rubin Museum. Museum curators teach at Hunter and a Hunter faculty member was awarded a Rubin Museum Faculty Fellowship to incorporate the museum's collections into her courses. Over 600 Hunter faculty and students visited the museum this year.
 - Hunter's School of Nursing is co-developing with MSKCC a part-time second-degree program for select nursing employees at MSKCC.
- K. *Begin to develop programs that are responsive to the needs of the community, including the joint certificate in Cytotechnology between Hunter's Medical Laboratory Sciences program and MSKCC, a joint MSW/MPH degree, a BSW degree program and a part-time program for the DNP; explore expanding the college's undergraduate pre-professional programs*
 - At its June 2013 meeting, the CUNY BoT will vote on the joint MSW/MPH degree program, the cytotechnology certificate and a new program for teachers seeking specialization in elementary mathematics education.
 - A letter of intent for the School of Education's first stand-alone doctoral program, the EdD in Instructional Leadership, was approved at CAPPR this month.
 - The Doctor of Nursing Practice (DNP) program that began in fall 2011 as a BSN to DNP program will now offer a MS to DNP and a part-time option.
 - Based on projected labor market trends for entry level social workers in the child welfare and care coordination arenas, the SSSW is planning to launch a BSW program, is developing a sample curriculum for the program and has named a director.
 - The NYS Education Dept approved a new concentration in Maternal Child Reproductive and Sexual Health which will be open to all SPH graduate students in fall 2013.
 - A new professional science master's in biotechnology with a specialization in public health (developed jointly by biology and public health faculty) was approved by the CUNY trustees at their April 2013 meeting.
 - Expanding undergraduate pre-professional programs:
 - Pre-law: In fall 2012, a 15 credit, interdisciplinary minor in Legal Studies was introduced in the Political Science Department in cooperation with the Pre-Law Program
 - Pre-health: To establish more advising and mentoring opportunities for undergraduates, a Pre-Health contract equivalent to the one signed by Post-Baccalaureates in the Certificate Program was developed and technology was used to enhance advising.
 - Pre-business: Cooperman Scholar program expanded to include additional internship opportunities, mentoring activities, information sessions with MBA programs; GMAT prep program expanded; alumni outreach expanded; joint programming with pre-law program developed.

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. *Kick off the Presidential Student Success Initiative, led by a consultant and a new Director of Student Success – both reporting directly to the President - to move Hunter's strategic plan forward; monitor enrollment data and trend analyses in academic planning to prioritize faculty searches and improve academic and administrative support services, academic policy and resource allocation*
 - A Student Success project team collected Hunter College data and external research; a draft summary of the findings has been completed and is under review; the team provided analytical and project management support to several student success initiatives which include the expansion of course offerings for high demand courses, honors programs, expanding summer sessions, and devising residence hall and scholarship cohort strategies.

- B. The College will revise departmental and deans' reports to include additional indicators to plan and allocate resources*
- Departmental and deans' annual reports were streamlined and now include more performance metrics in line with the performance management process.
- C. Use 7-year plans for Psychology, History, and Mathematics and Statistics to inform decisions and allocations; continue implementing recommendations; monitor progress on goals in departmental annual reports*
- Psychology: based on explosive enrollment growth, Psychology received and filled 2 professorial faculty lines and searching on 2 lecturer lines; scholarships and tuition remission were increased for the popular new ABC MA program to attract the strongest applicants.
 - History: updated bylaws, improved MA program in Adolescent Education Social Studies, created faculty committees to address curriculum, assessment and graduate admissions, increased involvement in interdisciplinary programs including Human Rights and Public Policy, reformed major advising.
 - Mathematics and Statistics: developed extensive course-level and program-level assessment; developed "early intervention" for Math 100 and 102, which led to a 10% increase in pass rates in those courses; expanded online tutorial programs offered by Dolciani Center.
- D. Complete self-studies in Computer Science, Biology, Economics, Latin American Caribbean Studies and the Thomas Hunter Honors program; complete self-studies and site visits in Anthropology and Chemistry*
- Self-studies and site visits completed for Computer Sciences, Economics, and THHP; self-studies and site visits in progress for Anthropology and Chemistry; Latin American and Caribbean Studies review deferred pending leadership status.
- E. Gain approval at Hunter, CUNY and NYS for the revised nursing curriculum that changes the point of entry from junior to sophomore year*
- Approval granted at all levels in November 2012; new curriculum to begin in fall of 2013.

1.4 Colleges will use technology to enrich courses and improve teaching

- A. Hire a consultant to assess the state of academic technology at the college and recommend how it can be improved*
- Consultant hired and assessment will commence this summer.
- B. Open a state-of-the-art information commons as part of the newly renovated 3rd floor of the main 68th Street Library, which will include state-of-the-art technology to enhance collaborative work among students, advanced digital signage and touch screens for fast and easy access to library resources and high quality, high speed wireless internet access*
- Technology is an integral part of the re-envisioning of the 3rd floor of the library and installation is nearing completion, financed entirely via philanthropy; the 3rd floor ribbon-cutting will be held on June 18, 2013.
- C. Launch online teaching evaluations*
- The Online Teacher Evaluation (OTE) system was launched in Fall 2012. The return rate for the Fall 2012 semester reached 47%, higher than expected for an inaugural launch. The response rate for Spring 2013 online evaluations was also 47%.
- D. Hunter's revitalized teaching and learning center, ACERT (Academic Center for Excellence in Research and Teaching), will help align the efforts of the Technology Resource Center, the FITT program and Tech Thursdays and provide faculty development and support for the development of hybrid and online courses*
- ACERT worked to align many of the faculty development efforts at Hunter, including Tech Thursdays, Teaching Tuesdays, FITT and new Curricular Innovation Grants.
 - Faculty development and support related to online/hybrid courses included: consultations with approximately 70 faculty members teaching or planning to teach hybrid/online courses, Guided Explorations (workshop series for faculty new to online/hybrid courses) for 42 participants, a Teaching Scholarship Circle (ongoing seminar series for faculty currently teaching online/hybrid courses) for 10 participants.
 - 17 FITT grants were awarded for summer 2013, of which 5 focused on online/hybrid courses; 11 Teaching Tuesdays and 12 Tech Thursdays were held in 2012-13, 8 of those sessions focused on topics related to online/hybrid classes.
- E. Implement second CUNY Hybrid Grant to refine and institutionalize our operational definition of hybrid courses and increase space utilization of classrooms by aligning course submission procedures at the departmental level with the Office of the Registrar and course scheduling*
- ACERT worked with the Registrar and Provost to improve the ability to identify and search for hybrid/online courses; at the departmental level, course submissions were aligned with the new CUNY categories for hybrid/online courses; course search interface improved, enabling students to more easily find hybrid/online courses; 75 hybrid/online courses offered in Summer 2012; 286 in Fall 2012; 34 in Winter 2013; and 298 in Spring 2013.
- F. Promote and expand "Informed Registration" initiative*
- The CUNYfirst Campus Solutions application now replaces Informed Registration; textbook information is included in CUNYfirst, but syllabus information is not, so instructors provide a link to syllabus information located on departmental websites.
- G. Upgrade fifteen technology equipped smart classrooms, three computer equipped library classrooms and other specialty computer classrooms that have outdated equipment and increase our inventory of laptop carts to allow for more classrooms to be equipped with computers on demand*
- ICIT completed upgrades to 15 technology-equipped smart classrooms and added 2 laptop carts, with 30 laptops each, and 4 iPad carts, with 30 iPads each, to the current inventory for the library, labs and classrooms for individual student use.

H. *Strengthen nursing education across CUNY with technology including simulation, informatics, and telehealth via HRSA funded NYC Nursing Education consortium in Technology*

- The grant, in its 3rd year, has trained 178 CUNY nursing faculty in simulation, informatics, telehealth, mobile computing devices, distance learning, and electronic learning.
- The NYC Nursing Education consortium established internal and external advisory boards and developed a training curriculum consisting of face-to-face and distance instruction; there have been two graduating cohorts; 42 faculty in year 1 and 56 faculty in year 2. A third cohort began in January 2013 with 61 faculty enrolled.

I. *Extend the School of Education's innovative video analysis of teaching initiative to cover specific certification area skills*

- All SOE students use the Video Analysis of Teaching system, supported by a private donor, to record and analyze their work as well as best-practice examples. This year, the initiative was expanded to cover specific certification area in 5 areas: English Language Learners, Questioning Strategies, American Sign Language, Teaching Skills Tally, and Rollover Rubric and the development of a national video library of best practices for teaching blind and visually impaired students was started.

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, the Presidential Fund for Faculty Advancement, and the Undergraduate Research Initiative, to support faculty research and teaching and faculty efforts to seek external funding*

- The Presidential Travel Award Program, which supports faculty participation in art exhibits, film festivals, professional conferences and research and assessment-related activities, distributed over \$311,000 to Hunter faculty in 2012-13 – the most money in its history. Since the program was initiated in 2005-06, over \$1,585,000 has been invested.
- In its second year, the President's Fund for Faculty Advancement, which provides funding for costs related to publishing and obtaining funding for faculty research and creative work, awarded over \$85,000 to Hunter faculty – a 44% increase over last year. Since the program was initiated last year, over \$144,000 has been invested.
- Hunter continued to fund its Undergraduate Research Initiative. Since the program started in 2012, almost 100 student-faculty research projects have been funded.
- This year, George N. Shuster Faculty Fellowship Fund awards were made to 10 faculty to support their research, scholarly writing and creative work.

B. *Expand the offerings of Hunter's teaching and learning center, ACERT, to include providing support for new academic program development*

- ACERT continued to offer its Tech Thursdays and Teaching Tuesdays series, initiated Teaching Scholarship Circles on designing hybrid/online classes, ePortfolios and writing intensive courses and offered several new workshops on Pathways, pedagogical uses of iPads and MOOCs.

C. *Hire outstanding scholars in key areas linked closely to Hunter's strategic plan*

- Strong hires in A&S include *Howard Singerman*, as the Chair of Art & Art History, *Sanford Schram* and *Jillian Schwedler* as full professors in Political Science, *Tracey Revenson* and *Glenn Schafe* as full professors in Psychology and *Carson Farmer* and *Carsten Kessler* as Assistant Professors and GIS specialists in Geography. In the SOE, *Wendy Cavendish* was hired as an Associate Professor of Special Education and in the SON, *Jana Pressler* was hired as professor and Associate Dean for Research.

2.2 Increase faculty research/scholarship

- Hunter faculty maintained their record of high compliance with CUNY's online scholarship report system (95% in 2012, 99% in 2011, 98.1% in 2010, 97.1% in 2009).
- The number of pieces of scholarship or creative activity reported by Hunter faculty remains high (1.6 in 2012, 1.5 in 2011 and 2010, 1.3 in 2009).

A. *Strengthen faculty development initiatives that encourage scholarship and research, including the Presidential Mid-Career Scholars Seminar and the Roosevelt House Faculty Associates Program*

- The Presidential Mid-Career Scholars Seminar was designed to revitalize the scholarship of associate professors. In its pilot year, a small number of associate professors met regularly during fall 2012 and spring 2013 and presented work in progress, both in writing and as a short talk; seminar leader Andrew Polsky will continue follow-up with participants during summer 2013, with the goal of article and book chapter submissions soon after. The pilot was considered so successful by the seminar leader and participants that Hunter intends to continue the program.
- The Roosevelt House Faculty Fellowship Program includes 91 faculty from Arts & Sciences, Nursing, Public Health and Social Work. In 2012-13, the program provided 41 travel and research grants and hosted a conferences and workshops on "Geospatial Technologies and Transportation Planning", "Hurricane Sandy and Beyond: Engineering, Ecology and Policy Pathways in an Era of Climate Change," "Facing History and Ourselves: South Africa, the United States and Human Rights: A Ripple of Hope," the Joan H. Tisch Public Health faculty seminar on urban food policy, an Economics policy faculty seminar and a faculty working group on "Gender and Social Policy."
- A&S sponsored 4 interdisciplinary faculty research seminars: Race and Ethnic Inequality in the 'Post Racial' America, Transitions in Global Systems: Implications for Sustainability, Seminar on Translation, and Individuals and Unequal Accumulation and the Wealth of Nations.
- The Office of Research Administration ran a series of more than 50 workshops on proposal preparation, grant administration, changes to NSF proposals and identifying funding sources .

B. *Work with CUNY to initiate and complete the design of a psychology research laboratory*

- Research space for Tracey Revenson was identified and renovated; complex renovations for Douglas Mennin are in the design process with work to begin in the next 6 months.

C. *Complete upgrades to the CARS Research Center and the 1241N Physics complex to provide research space for Astronomy, Photocell research and Theoretical Physics*

- The renovations to the CARS Research Center are complete. Research space for Astronomy is complete; remaining renovations in the Physics complex are on pace to be

completed by mid-2013.

D. Upgrade the College's compressed air system to support equipment for researchers in Biology, Chemistry and Physics

- Funding for the upgrade/replacement of the compressed air system has been secured and design is underway.

E. Equip aviary space within the vivarium for expanded birdsong research in neuropsychology

- The aviary space within the vivarium has been properly equipped to allow expanded research.

F. Prepare additional research space to extend bio-archaeology and fossil processing research

- The expansion to the bio-archaeology and fossil processing research space was completed.

2.3 Instruction by full-time faculty will increase incrementally

- Mean teaching hours of veteran full-time faculty remained relatively stable (13.7 in 2011-12, 13.9 in 2010-11 and 13.6 in 2009-10).
- The % of instructional FTEs delivered by full-time faculty in undergraduate courses fell to 32.8%, down from 35.9% in 2010-11 while the % of instructional FTEs in graduate courses increased to 49% (up from 47.5% in 2010-11).

A. Issue new faculty workload policy that establishes transparent college-wide guidelines

- A new college-wide faculty reassigned time policy is in the final stages of development.

2.4 Colleges will recruit and retain a diverse faculty and staff

A. Actively recruit a diverse faculty and staff through aggressive outreach to organizations, institutions and conferences that offer the potential of hiring minority candidates

- Hunter's outreach includes advertising in publications such as HERC, HBCU, IMDiversity, Hispanic Outlook and Diverse Issues, that target minority populations and, wherever possible, attending job fairs such as RCMI and ABRCMS, designed to recruit minority candidates.
- Of the 20 new professorial rank faculty hired July 2012-2013, 12 (60%), are women and 5 (25%) are minorities; of the 11 new lecturers and distinguished lecturers, 5(45%) are women and 2(18%) are minorities.
- The percentage of full time Black faculty and Asian Pacific Islander faculty increased slightly (8.4% in 2011 to 8.7% in 2012 and 9.5% in 2011 to 9.9% in 2012, respectively); the percentage of Hispanic Faculty decreased slightly, from 10.2% in 2011 to 9.7% in 2012.
- The SSSW has 14 faculty members of color, representing a third of all SSSW faculty.
- In 2012, across the college, there is no underrepresentation of minority faculty and minority faculty under-representation was reduced or eliminated in several departments.

Goal 2: Improve Student Success

3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative

A. Prepare to fully implement the Hunter Core Requirement in fall 2013

- 161 courses were approved by all faculty governance bodies at Hunter and the CUNY Pathways curriculum review committees; Hunter's Senate approved the formal description of the Hunter Core Requirement (HCR) and it is being incorporated in to the college catalog; a new HCR website designed for student users was developed and posted; advisor training on the HCR was developed and is being implemented.

B. Make progress on new "science for non-majors" courses

- Departments re-designed and/or created 10 science courses for non-science majors that will satisfy Pathways requirements, including 7 lab-science courses for the Life & Physical Sciences category. Offerings are from Anthropology, Biological Sciences, Chemistry, Geography, and Physics and Astronomy.
- Hunter will launch a new initiative to encourage development of new laboratory science courses to satisfy the Life and Physical Science core requirement.

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

- The % of total credits earned of those attempted by SEEK and ESL students has remained relatively stable (93.1% in 2012 vs. 91.8% in 2011 and 93.9% in 2012 vs. 95.3% in 2011, respectively) .

A. Appoint new Directors for SEEK and ESL whose principal task will be improvements of these programs

- Sunday Coward was chosen from a pool of 255 candidates as the new Director of the SEEK.
- Paul McPherron was appointed as an Assistant Professor of applied linguistics and is coordinating, re-developing, and teaching the ESL course sequence.

B. Coordinate the Opportunity for Student Success program to assist students who fall slightly short of proficiency in either math or English to reach proficiency and success at Hunter

- The OSS program pilot implemented last year was assessed and adjusted to provide additional learning-support services for its second cohort of students.

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

A. Conduct search for a new associate dean for student academic excellence in the School of Arts and Sciences

- The search for the associate dean is nearing completion.

B. Design newly funded student success center in the library; plan programming for the new science learning center

- The design firm of Marble Fairbanks was awarded the contract and the design of the 6th and 7th floors has commenced; a schematic design report was submitted in April 2013 and is currently under review.
- C. *Begin implementing recommendations of the external evaluation report of the Reading/Writing Center*
- Based on the recommendations of the external evaluation report, the Reading/Writing Center (now to be known as the Dr. Murray and Anna C. Rockowitz Writing Center) will be re-designed based on a new vision of the center and moved to new space on the 7th floor of the Library – along with other re-designed learning centers - and enhanced with technology and other state-of-the-art resources.
- D. *Assess academic support for mathematics*
- The assessment report was submitted in June 2013 and is under review.
- E. *Maintain the % of students passing gateway courses with a C or better*
- The % of students passing gateway mathematics courses with a C or better increased to 79.6% in 2012, up from 77.1% in 2011 while the % students passing freshman composition with a C decreased slightly (94.7% in 2012 vs. 96.8 in 2011).

3.4 Colleges will reduce performance gaps among students from underrepresented groups

- A. *Monitor gaps in retention and graduation rates among various groups*
- The retention rate for URM increased to 88.6% for the classing entering Fall 2011 (up from 85.8% for 2010), is well above the senior college average (81.4% for 2011) and now surpasses the Hunter rate for non-URM (85.7% for 2011).
- B. *Support NSF-funded Science Mathematics Opportunities Network (SciMON) and other programs that seek to support students from underrepresented groups*
- Hunter continues to supplement NSF funding to support SciMON and Hunter's 15 undergraduate STEM enrichment programs (e.g., MARC, MBRS-RISE), including sponsoring Hunter's inaugural Undergraduate Research Conference to showcase the work of students from all disciplines and expanding the Outstanding Undergraduate Mentoring Awards to faculty beyond the sciences. Over the course of the NSF grant, the college has added 5 new enrichment programs, some funded through philanthropy, and the number of students who participate in these programs has grown over 58% (from 120 students in 2010-11 to 190 students in 2012-13).
- C. *Provide coaching and tutoring for minority students in pre-nursing and nursing majors to increase their success via the HRSA-funded BEST program*
- All BEST students passed the NCLEX-RN examination on their first attempt; funding for the BEST program ends this June, and a competitive-renewal application has been submitted to HRSA.
- D. *Provide scholarships, advising, counseling and engagement activities to high-achieving underrepresented minority students in cohort programs like the Community and Presidential Leadership Scholars programs*
- In 2012-2013, 53 students from under-represented populations were offered a Community Scholar award; 15 students accepted, enrolled, and completed their first year. All have registered for fall 2013. A student in one of the first cohorts of Community Scholars was just accepted to Harvard and Yale medical schools.
 - Advising Services offered a scholar seminar course to provide skills necessary for college success and help develop a sense of community among the scholars. Scholars are assigned a 'scholar advisor' to promote academic success, provide assistance with major selection and course registration, and help students identify and prepare for co-curricular, internship, or volunteer opportunities.
- E. *Support Hunter's BMI program to improve academic performance of participants*
- Student engagement funding was provided for BMI students to attend a talk on the Civil War by Harvard President Drew Gilpin at the NY Historical Society; the college provided additional resources for individual students, facilitated introductions to faculty conducting research in the students' areas of interest and identified BMI students who are now being considered for various scholarship and honors programs.
 - This year, 75% (48 of 64) of active BMI students have GPA's of 3.0 or higher, a significant increase over last year's rate of 51.6%.

3.5 Colleges will show progress on implementing faculty-driven assessment of student learning

- A. *Implement Senate resolutions on including learning goals on new and existing syllabi*
- In 2012–13, the Senate approved 206 new undergraduate courses, including 139 courses approved for Pathways, and 39 new graduate courses and all syllabi for these courses have statements of learning objectives; Hunter now has a total of 507 undergraduate & 219 graduate courses with approved learning outcomes.
- B. *Continue development of program-level assessment in the School of Arts and Sciences*
- In 2012-13, 21 departments/programs in A&S, including Africana & Puerto Rican/Latino Studies, Anthropology, Art, Biological Sciences, Chemistry, Classical and Oriental Studies, Computer Science, English, German, History, Mathematics & Statistics, Music, Philosophy, Psychology, Romance Languages, Sociology, Women & Gender Studies, Urban Affairs & Planning, Dance, Religion and Asian American Studies, engaged in program-level assessment activities, up from 14 departments last year.
- C. *Provide resources and development opportunities to support faculty-driven assessment of student learning*
- Six Teaching Tuesday sessions and two Tech Thursday sessions were devoted to assessment-related issues, including a 2-hour special event on Pathways course assessment; 175 faculty participated in these events.

- The college has set program-level assessment as a CUE funding goal and has distributed \$20,000 for 7 program-level assessment projects in English (2 projects), Nursing (2 projects), Political Science, Psychology and Sociology.
- This year, the SOE put special emphasis on improving assessment of student learning in clinical environments (e.g., fieldwork, student teaching, practicum) by forming a working group and conducting evaluations of its clinical sites.

4.1 Colleges will facilitate students' timely progress toward degree completion

- The average number of credits earned by full-time first-time freshmen in the first 12 months increased slightly to 26.5 in 2011 vs. 25.9 in 2010 while the % of freshmen and transfers taking one or more courses the summer after entry decreased slightly (31.5% for 2011 vs. 34.3% for 2010), suggesting that students are completing more credits over the course of the academic year.
- A. *Hunter's consultant and new Director for Student Success, collaborating closely with key partners in Academic and Student Affairs, will draft a strategic plan for student success that promotes timely progress toward degree completion and helps improve retention and graduation rates*
- The consultant on Student Success has developed a strategic plan.
- B. *Target sophomore to junior year retention by encouraging earlier declaration of major with advising and career services support*
- The percentage of students with a declared major by their 70th credit continues to rise; as of Fall 2012 it was 70.7%, up from 68.9% in 2011.
- C. *Expand course availability to meet student need and continue improvements to course scheduling*
- Summer session offerings were increased in areas of high demand, including economics, physics and religion; courses are monitored for higher student demand than availability and additional sections are added when possible.
 - The Biology department instituted a co/pre-requisite of Math 125 for the Bio 100 course to ensure adequate student preparation, assist in decreasing the fail/drop rate and improve seat availability.

4.2 Retention rates will increase progressively

- A. *Maintain or improve upon recent gains in retention rates*
- The one-year retention rate for freshmen continues to rise, reaching a new high of 86.5% for the class entering Fall 2011, up from 85.4% in 2010, 84.7% in 2009 and 83.6% in 2007. Hunter's one-year retention rate is significantly higher than its predicted rate, thereby "adding value."
 - Other highlights include an increase in the retention rates of Hunter's Macaulay Honors College students (96.9% in Fall 2011 vs. 93.1% in Fall 2010, men (from 81.5% in 2010 to 84.4% in 2011) and underrepresented minorities (85.8% in 2010 to 88.8% in 2011).
 - The one-year retention rate for transfers remained stable at 79.2% for the Fall 2011 cohort (vs. 79.4% in 2010).
- B. *Expand academic programming and personalized advising and support for scholar cohorts to improve retention*
- One-year retention rates for all scholar cohorts improved or remained high: Muse (100% in 2012 vs. 86.7% in 2011), Yalow (95.7% in 2012 vs 93.1% in 2011), Jenny Hunter (90.2% in 2012 vs. 80% in 2011), Sage (100% in 2012 and 2011); Community (100% in 2012 vs. 92.9% in 2011).
 - Hunter has made strategic investments, including intensive advising, regular assessments and information about internships and prestigious scholarships, in the scholar cohorts; sophomore scholars will participate in the Noel-Levitz Second Year Student Assessment to better identify specific needs of individual students and allow customized advising based on those needs.
- C. *Implement strategic initiatives to improve pre-major advising*
- Beginning in Fall 2012, a new two-part freshmen orientation was implemented. The online component focuses on advising and orientation and the on-campus component focuses on transition to college, community building, and exploration of majors.
 - The Transfer Network offered individual advising to first semester transfer students to promote development of realistic academic plans and awareness of requirements and support their transition to Hunter.
- D. *Complete "early alerts" pilot to support students who are struggling, and roll out broader intervention program*
- Early alerts were piloted in pre-nursing and scholar cohort courses; broader roll-out is scheduled for 2013-2014.
- E. *Use funding from the President's Initiatives for Student Engagement to support faculty interactions with students outside the classroom*
- In 2012-13, over \$33,000 was awarded to faculty from the Presidential Initiatives for Student Engagement to support co-curricular activities, student presentations at conferences they attended with faculty and student-faculty research/scholarship opportunities. Since the program started in 2009-2010, over \$106,000 of privately raised funds has been invested.

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

- A. *Maintain or improve upon recent gains in graduation rates in baccalaureate and master's programs*
- The four-year graduation rate of full-time, first time freshmen remained stable at 22.5% for the Fall 2008 cohort (vs. 21.9% for 2007).
 - The four-year graduation rate of full-time transfer students fell slightly to 48.6% for the Fall 2008 cohort, from 50% in 2007.

- The four year graduation rate of master's students held constant at 74.4% for the Fall 2008 cohort (vs. 74.1% in 2007).
 - The six-year graduation rate held steady at 45.7% for the Fall 2006 cohort (vs. 45.9% for 2005).
 - The six-year graduation rate of Hunter's Macaulay Honors College students increased to 86.5% for the Fall 2006 cohort, up from 77.8% for 2005, but the four-year graduation rate fell to 63.9% for the Fall 2008 cohort (vs. 67.3% for 2007).
- B. Develop targeted supports for students in professional schools*
- In response to faculty assessments and several focus groups comprised of executives of human service provider agencies designed to identify both strengths and deficits of Hunter graduates, the SSSW implemented a thorough assessment of writing capacity of applicants and students and will hire a full time Director of Writing and Tutoring who will work with students on both academic and professional writing development.
 - The SON provides tutoring for undergraduate students in pharmacology and pathophysiology, is increasing the use of standardized, online testing to give students exposure to testing that simulates the NCLEX-RN exam for undergraduates and certification exams for master's students, and conducts end-of-program review courses to prepare undergraduates and graduate students for the NCLEX-RN exam and certification exams respectively.
 - In the SUPH, each student is now assigned a faculty advisor with whom s/he is required to meet at least once a semester; two staff members – an IT specialist and a data coordinator – maintain an interactive student database and produce enrollment reports on every student each semester; at risk students are contacted by advisers to assess obstacles and develop action plans, which are monitored by program and campus directors.

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

- Pass rates on the NYS teacher certification exams (LAST and ATS-W) were maintained at 100%; the % passing the CST increased to 99% in 2011-12, up from 96% in 2010-11; On the Special Ed and TESOL exams, the areas of greatest need in NYC, Hunter's SOE students are ranked in the top two.

B. Maintain high pass rates on PT and Communication Sciences exams

- The Communications Sciences first time pass rate was maintained at 100%; the Physical Therapy first time pass rate (as of February 2013) decreased to 89% and 100% of re-take candidates passed, resulting in an overall pass rate of 90%.

C. Improve Nursing NCLEX pass rates through curricular revision, practice testing and comprehensive reviews

- The use of standardized, online testing and comprehensive reviews raised Hunter's NCLEX-RN pass rate from 75% in 2011 to 95.9% in 2012, now the highest in CUNY.

D. Based on successful pilot, the SSSW will fully implement its program to increase first-time pass rates on the LMSW and LCSW

- 84% of first-time test takers passed the LMSW in 2012, up from 79% in 2011, 73% in 2010 and 71% in 2009; this year's rate exceeded the NYS average of 82% and matched the national rate of 84%.
- 77% of first-time test takers passed the LCSW in 2012, down from last year's high of 84%, but up from 75% in 2010 and 71% in 2009; this year's rate was just below the NYS average of 78%, but matched the national average of 77%.
- A regular cycle of LMSW test-prep lectures is offered to current students and alumni. In summer 2012, LMSW test prep courses were extended from 4 weeks to 6 weeks and new software was purchased from the Association of Social Work Boards (ASWB) that allowed group practice of ASWB practice test questions; the cost of test prep was reduced to increase access and enrollment.

5.2 Job and education rates for graduates will increase

A. Explore more professionally-oriented undergraduate options (majors, minors, certificates) in areas including business, management, public health and the health professions

- As of fall 2012, a 15 credit, interdisciplinary minor in Legal Studies was established in the Political Science Department, in cooperation with the Pre-Law Program to introduce students to the study of judicial opinions, theories of law and legal interpretation, the structure and role of legal institutions, and the operation of law in history and everyday life in a context that emphasizes strong communication skills.
- Hunter is encouraging minor and certificate development in arts management, business management and public health.
- This year Hunter began applying for candidacy to the Council of Social Work Education (CSWE) for a Bachelors of Social Work (BSW) degree. Once approved, the BSW will prepare graduates for entry level positions in two fields: work with children, youth, and families and care coordination with high risk populations. Hunter anticipates an initial cohort of 25 students and increasing to 50 students over a period of three years.

B. Improve collection and analysis of professional/graduate school test scores with goal of improving admission rates

- Average MCAT scores have increased over the past six years to 28.1 in 2012, up from 25.9 in 2006 and are now well-above the national average (26.5 in 2012).
 - Hunter acceptance rates to medical schools increased to 54% in 2012, up from 47% in 2011 and 43% in 2010. 2012 rates represent the first year in which Hunter rates significantly exceed the national rate (45% 2012).
- LSAT scores among seniors saw a dramatic jump, attributable at least in part to Hunter's aggressive LSAT prep initiative. The average highest LSAT score for seniors rose to 159.4 in 2011-12, up more than seven points from 152.3 in 2010-11 and was 5 points higher than the national average of 154.4.

- For the 2011-2012 cycle, the Hunter acceptance rate to law school was 91.7%, the highest it has been since the establishment of the Pre-Law Program in 2005; for the second year in a row a Hunter pre-law student received a full scholarship to the Business Law program at NYU and another student was accepted into Harvard law school.
- 2011-12 GRE verbal (M = 151) and quantitative (M = 149) scores were close to the national averages (153 for verbal and 150 for quantitative); due to a new scoring methodology, comparisons to previous years are not possible.
- Average GMAT scores have declined slightly (475 in 2012 vs. 480 in 2011 and 489 in 2010) and remain below the national average (550 in 2012).
- C. *Develop new specializations in master's programs in cytotechnology, biolab management and organizational management and leadership within the SSSW*
- The MS in Biomedical Lab Management completed its first full year of instruction with 18 matriculated majors; students are lab technicians at NYU, MSKCC, Mt. Sinai, HHC, Hunter College and the Museum of Natural History.
- The Medical Lab Sciences (MLS) program, in conjunction with MSKCC, has developed a certificate in cytotechnology that will be the fifth year of the MLS program. The curriculum was approved by the Hunter College Senate and a start date of Fall 2014 is anticipated.
- The SSSW designed and approved a revised master's degree sequence in Organizational Management and Leadership that will be instituted in Fall 2013.
- D. *Career Development Services will increase student use of the Job/Internship Data Base and Career Management System (ORION)*
- Career Development Services increased student use of the Job/Internship Data Base and Career Management System (ORION) by over 10%.

6.1 Colleges will improve the quality of student life and campus climate.

- A. *Working with CUNY, complete the first phase (3rd floor) of the 68th St. Library renovation; begin the design of the next phase, which will include reprogramming the 6th and 7th floors to create vibrant student learning spaces*
- Reconstruction of the 3rd floor is nearing completion, with a planned June 18, 2013 ribbon-cutting. The design of the subsequent phases has been initiated with Marble Fairbanks and CUNY.
- B. *Expand sustainability initiatives, including supporting the efforts of the Hunter College Solar Project and the Geography Department to educate the community on solar energy use and research*
- The Hunter College Solar Project, which aims to educate the community about conservation, produced enough electricity to power 500 small homes for 1 day.
- Hunter's Campus Schools, East and West buildings, served as the City's kick-off site for the Cool Roof program.
- EHS continues to expand its battery recycling program and other recycling capacities.
- Additional secure bicycle parking has been added within Poses Park.
- Hunter is expanding its sustainability education and awareness campaign to promote specific changes in behavior that will reduce energy consumption at relatively low cost.
- ICIT has expanded sustainability initiatives by virtualizing more than 50 percent of the servers in its main center.
- C. *Begin the initial implementation phase of the Tobacco-Free CUNY initiative*
- The Tobacco-Free CUNY initiative has been implemented and preliminary observations are positive. A new webpage was created to communicate the policy as well as any relevant news updates. Signage has been installed at all entrances and exits of buildings. Regular patrols by Public Safety and other personnel reinforce the policy.
- D. *Replace the gymnasium flooring and bleachers to help improve Athletics programs*
- The underlayment of the floor of the main gymnasium has been replaced with Nike Grind, a sustainably-produced flooring product made of the soles of discarded sneakers and Nike manufacturing scrap. Installation of new gym bleachers has increased seating capacity from approximately 800 seats to 1,040 seats.
- E. *Working with Hunter's new bookstore operator, provide renovated space for bookstore operations*
- The Hunter College bookstore space has been renovated and the main operations of the store take place in the B1 level of the West Building.

6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

- A. *Continue to expand the use of the CRM system to individualize communications to students*
- This year, Hunter transitioned a majority of student communications onto the system, used Connect CRM to increase readership and better engage undergraduate prospects through enhanced email and a redesigned MyChoice page and implemented a graduate version of Connect to interface with Hunter's current graduate application system.
- B. *Upgrade DegreeWorks software and hardware to improve Advising Services and comply with Pathways requirements*
- Hunter launched the 4.10 version of DegreeWorks in January 2013 and upgraded hardware, resulting in overall faster performance. With the launch of CUNYfirst, Hunter was required to migrate DegreeWorks to a CUNY centrally run and supported server. All of changes required for the 4.10 upgrade have been ported over to the central server. Pathways core requirements as well as the Pathways "College Option" are being reprogrammed by Ellucian.
- C. *Begin planning and implementing a OneStop Student Services Center that will improve administrative, financial and business functions for students, as well as provide information on academic resources*
- A OneStop for Students website was created and launched in December 2012. The site improves communication to students regarding all business functions, including registration, financial aid, bill payment and academic resources. Online documents and processes have been updated and streamlined for a much improved user experience.

- D. Implement a new Student Affairs website that will use online tools to improve student access to information and provide feedback*
- A new Student Affairs website that uses online tools to improve student access to information and provide feedback was implemented.
- E. Survey students about their experience with advising services; use results to make improvements*
- A preliminary survey of experiences with the Office of Advising Services suggests that students particularly value the Hunter Horizons (transition-to-college) portion of their classes; expansion of this program is under consideration.
 - In response to student requests for more exposure to attorneys, the Pre-Law Advising Office sponsored several forums for students to meet and interact with practicing attorneys, including alumni attorneys.

Goal 3: Enhance Financial and Management Effectiveness

7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise

- A. Maintain or reduce headcount to control for FTE growth*
- Hunter's ratio of FTE to enrollment has shown a gradual but consistent increase over the past three years. It is currently at 74 (up from 72 in Fall 2010).
- B. Maintain enrollment in the graduate programs at 25% or above of student enrollment*
- Graduate students continue to account for at least 25% of student enrollment (27% as of F12).
- C. Maintain or improve mean SAT/CAA scores*
- As of Fall 2012, the mean SAT of enrolled freshmen was 1172 (up from 1149 in 2011).
 - Average CAA remained stable at 87.4 in Fall 2012 (vs. 87.1 in 2011).

7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges

- A. Sustain the Hunter-Queensborough Community College dual degree in nursing program*
- In January of 2013, the first cohort of 12 students started at Hunter, and in fall 2013 semester there will be 14 students enrolling at Hunter.

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

- A. Hunter College's College Now program will achieve 95% or more of its enrollment target*
- In 2012-13, Hunter College's College Now program achieved an estimated 95.1% of its enrollment target.
- B. Maintain or improve the recent gains in the percentage of College Now students who complete CN courses with a C or better*
- In 2012-13, the % of CN students who complete CN courses with a C or better decreased to 88%, down from 93% in fall 2011 and 90% in 2010-11. To better ensure student success, next year Hunter will implement an early alert program to identify CN students at risk, more one-on-one tutoring and a student contract for success that makes student expectations and responsibilities clear
- C. Maintain enrollment in Adult and Continuing Education programs*
- During the Summer 2012 and Fall 2012 semesters 1,943 and 4,054 students, respectively, attended programs in Continuing Education. This is a 3% and 8% increase vs. 2011-2012; Spring 2013 enrollment is 4,757, a 12% increase over Spring 2012.

8.1 Alumni-corporate fundraising will increase 10%

- A. Maintain or increase alumni and corporate giving*
- As of June 10, 2013, Hunter's alumni and corporate fundraising total for FY13 is \$29,870,253, up from June 30th totals of \$28,000,000 in FY12 and \$22,666,381 in FY11.

8.2 Colleges will make progress within a declared capital campaign

- A. Complete the quiet phase of campaign for the main 68th St. Library and announce the public phase*
- Raised \$20 million toward Hunter's \$45 million library campaign, \$18 million via philanthropy.
- B. Complete fundraising to acquire 26,000 square foot building adjacent to Hunter College*
- Secured \$10 million gift to complete the purchase of the new building.

8.3 Each college will achieve its revenue targets and improve or maintain high collection rates

- A. Meet CUNY's agreed upon revenue targets*
- The College has met its agreed-upon revenue targets.

8.4 Colleges improve or maintain sound financial management and controls

- A. Participate in the University's internal audit reviews. A plan will be developed to correct any identified weaknesses, as well as improve financial management and controls*
- Procedures and reports were developed to improve financial management, controls and compliance; corrective action plans will be developed to address observed weaknesses.
- B. Continue to maintain or lower the percentage of the budget spent on general administrative functions*
- Administrative spending has been reduced from 30% in FY2006 to below 25% in FY2013.

8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve

- A. *Maintain Hunter's budget reserves within agreed upon levels*
- The budget reserve funds are within limits (2.2% in FY12).

8.6 Contract/grant awards will increase

- A. *Maintain or increase Hunter's levels of grant submissions and external funding*
- Hunter's high level of grant funding continues; Hunter expects to reach at least \$50 million in grants this year.
 - Hunter estimates that 825 were submitted, up slightly from last year's high of 820.
 - Notable new research grants this year include
 - NSF research grants for Brazill (Biological Sciences), Holford (Chemistry), Raper (Biological Sciences), Drain (Chemistry), Goss (Chemistry), Epstein (Computer Science), Preuss (Psychology) and Tchernichovski (Psychology).
 - New NSF program development grant (Graves/Thompson).
 - NIH RO1s for Golub (Psychology) and Parsons (Psychology).
 - SCORE SC1s for Melendez-Vasquez (Biology) and Qui (Biology) and an SC2 for Zheng (Chemistry)
 - Funding was also obtained from the Mellon (Herbst, Anthropology), Sloan (Cruz, Physics & Astronomy), Simons (Goldfarb, Biology), Leakey (Pontzer, Anthropology) and the Josiah Macy Jr. (Beard, Nursing) Foundations.
 - New and renewed Institutional grants of note include: new \$500K Arts Across the Curriculum Implementation grant from the Mellon Foundation; Hunter's NIH RISE grant was renewed for 5 years and \$7 million and Hunter's Howard Hughes Medical Institute grant was renewed for 4 years and \$1 million.

8.7 Indirect cost recovery ratios will improve

- A. *Indirect cost recovery ratios will be maintained or improved*
- Hunter's strong indirect cost recovery ratios have increased (20% as of March 2013 vs. 16.9% in FY12 and 15.8% in FY11).

9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges

- A. *As part of the Presidential Student Success Initiative, develop better and more immediate feedback mechanisms to gauge student satisfaction with administrative support services*
- A review of Student Services to identify opportunities for improvement was completed; a new web-based "One Stop" enables immediate student feedback regarding improvements.
- B. *The Office of Financial Aid (OFA) will increase FAFSA filing rate of Hunter College*
- The Office of Financial Aid (OFA) increased the FAFSA filing rate by 10%.
- C. *OFA will develop an electronic loan application process for the Direct Loan Program*
- The electronic loan application process for the Direct Loan Program has been postponed to coincide with the CUNYfirst rollout for Financial Aid.

9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs

- A. *As part of the Presidential Student Success Initiative, conduct a room usage and capacity analysis*
- A room usage and capacity analysis was conducted for Registrar-controlled classrooms as well as "departmentally-controlled" classrooms and a new policy on classroom planning has been instituted to increase the usage of rooms and placement of courses.
- B. *Incorporate additional needed classroom space in the plans for the library*
- The preliminary design of the library includes flexible space for classroom usage; plans for the 6th and 7th floors include several new classrooms and a new lecture hall.

9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws, and develop business continuity plans

- A. *Continue to update Risk Management plan and participate on the CUNY Risk Management Council*
- The College submitted its Risk Management plan in April 2013 and will continue to participate in Council meetings.
- B. *Review and revise current business continuity plans*
- Hunter is continuously participating in CUNY Business Continuity meetings and updating its plans.
- C. *Regularly back up critical data to be stored with Iron Mountain on a weekly rotation schedule*
- ICIT backs up critical data and sends information to Iron Mountain on a weekly basis.
- D. *Continue to revise ICIT Disaster Recovery plan*
- The initial phase of the ICIT Disaster Recovery plan has been revised, and is due to be implemented in the summer of 2013. Phase1 will consist of establishing mutual data backup capabilities between Hunter College's 68th street and 119th street campuses using the CUNY upgraded fiber connection between the two campuses along with new hardware for storage; critical email, databases and research will be backed up remotely on at least a daily basis.
- E. *Comply with all applicable collective bargaining agreements and Bylaws of CUNY*
- Hunter has complied with all applicable and new collective bargaining agreements and Bylaws.

9.4 All colleges will make progress on CUNYfirst implementation

A. Participate in CUNYfirst planning, training and implementation activities

- Hunter College has participated fully in CUNYfirst planning, training and implementation of the Campus Solutions pillar for student records and student financials for the Procurement pillar. Hunter is now live with Campus Solutions and will be launching Procurement College-wide June 2013.

9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

A. Continue to implement aspects of the completed multi-year sustainability plan, including increased recycling efforts and additional water filling stations

- The College launched initiatives to encourage energy savings, including participation in Peak Load Management days, a reduction in elevator and escalator usage during low-demand periods and raising the water temperature for the HVAC system.
- The Environmental Health & Safety office has expanded its campaign to recycle batteries; recycles and refurbishes, wherever possible, electronic equipment that has been deemed electronic waste, arranges for the processing of chemical waste from the photography labs before it enters the NYC sewer system and collects valuable elements such as silver from this process.
- The office of Facilities now limits the use of distillate petroleum products in boilers to reduce environmental pollutants.

B. Review all-energy related initiatives, and implement wherever possible, in an effort to better utilize resources

- The College has installed 23 filtered water filling stations thus eliminating the equivalent of over 519,000 16-ounce disposable plastic water bottles.