

The City University of New York Performance Goals and Targets
Hunter College: 2013 – 2014 Academic Year

2013-2014 University Targets	Representative Indicators
Goal 1: Raise Academic Quality	
Objective 1. Strengthen college priority programs, and continuously update curricula and program mix	
<p>1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies</p> <p>A. <i>Prepare to submit Middle States Periodic Review Report by June 1, 2014.</i></p> <p>B. <i>The SOE will prepare program-level reports for Specialized Professional Associations (SPAs) in preparation for Council for the Accreditation of Educator Preparation (CAEP) accreditation review in 2015-16.</i></p> <p>C. <i>Complete the necessary revisions to the nursing master’s program curricula to bring the SON into alignment with new accreditation requirements from AACN/CCNE.</i></p> <p>D. <i>SUPH will submit a self-study for re-accreditation of the Environmental and Occupational Health Sciences Program (EOHS) with the Accreditation Board for Engineering and Technology (ABET) by July 1, 2013 and a site visit will take place in fall 2013. The formal re-accreditation decision is expected in spring 2014.</i></p> <p>1.2 Colleges will improve the use of program reviews to shape academic decisions</p> <p>A. <i>Obtain final CUNY approval for the joint MSW/MPH dual degree and admit first class of students for fall 2014.</i></p> <p>B. <i>The SSSW will seek approval to implement three dual degree (Union Theological Seminary, Jewish Theological Seminary and SUPH) programs, begin preparing a curriculum proposal to establish a dual degree with Hunter’s Department of Urban Affairs and Planning, design and seek approval for a BSW degree with a pathway from Hunter undergraduate psychology and sociology departments and implement the new Organizational Management Leadership sequence.</i></p> <p>C. <i>The SOE will seek final approvals for the new EdD program and conduct external evaluations of existing and new teacher residency programs.</i></p> <p>D. <i>Medical Lab Sciences (MLS) will implement a joint certificate in Cytotechnology with MSKCC.</i></p> <p>E. <i>The SON will implement and evaluate the newly revised undergraduate nursing curriculum.</i></p> <p>F. <i>The SUPH will review and revise the MPH core curriculum, fieldwork and capstone courses as appropriate to strengthen student competencies and prepare students to meet 21st century workforce needs.</i></p> <p>G. <i>Based on employment and accreditation trends, in 2013-14, the SUPH will revise the EOHS curricula to discontinue the MS program and create distinct 12-credit</i></p>	<p>1.1.1 Colleges will report Middle States accreditation activity and status for the current year, including any public statements by Middle States</p> <p>1.1.2 Colleges will report on program accreditation activity for the current year, including any change in status</p> <p>1.1.3 Colleges will submit updated professional accreditation information (template to be provided)</p> <p>1.2.1 Colleges will submit a program review calendar indicating schedule of self-study, external review, and/or first year implementation of recommendations for all programs not otherwise separately accredited; to be updated each year (template to be provided)</p> <p>1.2.2 Colleges will submit documentation for a departmental program review for which the current or the prior academic year was the first year of recommendation implementation (self-study, external review report, summary of recommendations/ implementation plan, and resulting actions by the college)</p> <p>1.2.3 Colleges will provide evidence that all program planning aligns with college strategic plan and mission</p> <p>1.3.1 Percentage of instructional FTEs offered fully or partially online</p>

<p><i>concentrations within the MPH program.</i></p> <p><i>H. In 2013-14, Anthropology will conduct its external review, Biological Sciences, Computer Science, Economics and the Thomas Hunter Honors Program will submit action plans and begin implementation and Chemistry, Film and Media Studies, German, Philosophy, Romance Languages, Theatre, Urban Affairs and Planning and the Religion Program will conduct self-studies.</i></p> <p>1.3 Colleges will use technology to enrich courses and improve teaching</p> <p><i>A. Conduct a technology audit on the state of fully and partially online courses throughout the college to establish a baseline of partially and fully online courses.</i></p> <p><i>B. Update the SOE technologies required of all graduates to meet the changing landscape of educational technology.</i></p> <p><i>C. MLS will expand the use of digital microscopy to Microbiology and Hematology laboratories and implement 3 fully online courses during the summer 2013 – Medical Terminology, Directed Research III and Clinical Decision Making.</i></p>	
<p>Objective 2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	
<p>2.1 Colleges will continuously upgrade the quality of their full and part-time faculty, as scholars and as teachers</p> <p><i>A. Maintain or increase current high levels of 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.</i></p> <p><i>B. Support faculty in the development of new interdisciplinary minor and certificate programs in line with the college's strategic plan and launch Arts Across the Curriculum faculty development and student success initiatives funded via new Mellon Foundation grant for \$500K over 3 years.</i></p> <p><i>C. Hire and invest in outstanding scholars in key areas linked closely to Hunter's strategic plan, including start-up costs and research support.</i></p> <p>2.2 Colleges will increase creative activity and research productivity, including for pedagogical research</p> <p><i>A. Strengthen faculty development initiatives that encourage scholarship and research through seminars, workshops and mentoring in the Roosevelt House Faculty Associates Program and through major institutional grants like SCORE.</i></p> <p><i>B. Support and expand research collaborations among Hunter College faculty and faculty from WCMC and MSKCC.</i></p> <p>2.3 Instruction by full-time faculty will increase incrementally</p> <p><i>A. Gain support for new college-wide reassigned time policy.</i></p>	<p>2.1.1 Colleges will provide evidence that investments in faculty hiring and development align with college strategic plan and mission</p> <p>2.2.1 Colleges will report faculty scholarship and creative work (summary data to be prepared by OIRA)</p> <p>2.3.1 Percentage of undergraduate instructional FTEs delivered by full-time faculty</p> <p>2.3.2 Mean hours taught by full-time veteran faculty</p> <p>2.4.1 Faculty and staff affirmative action reports prepared by OHRM</p>

<p>B. <i>Work with CUNY OIRA to help refine methodology for assigning faculty credit for various types of combined courses.</i></p> <p>2.4 Colleges will recruit and retain a diverse faculty and staff</p> <p>A. <i>Actively recruit a diverse faculty and staff through aggressive outreach to organizations, institutions and conferences that offer the potential of hiring minority candidates.</i></p>	
<p>Goal 2: Improve Student Success</p>	
<p>Objective 3. Ensure that all students receive a quality general education and effective instruction</p>	
<p>3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses</p> <p>A. <i>Maintain or improve the % of SEEK students passing freshman composition/gateway math courses with a C or better.</i></p> <p>B. <i>Maintain or improve the % of ESL students passing freshman composition.</i></p> <p>3.2 Colleges will improve student academic performance, particularly in the first 60 credits of study</p> <p>A. <i>Conduct audit of syllabi for all new Pathways-certified courses to determine whether there is early assessment of student performance and timely feedback to students in preparation for fall 2014 implementation of an “early alert” system in select Pathways-certified courses.</i></p> <p>B. <i>Develop more Pathways-certified introductory science courses for non-majors.</i></p> <p>C. <i>Maintain or increase the % of students passing gateway courses with a C or better.</i></p> <p>3.3 Colleges will reduce performance gaps among students from underrepresented groups</p> <p>A. <i>Maintain high retention rates of URM students relative to non-URM.</i></p> <p>B. <i>Support programs that seek to support students from underrepresented groups, including Hunter’s NSF-funded Science Mathematics Opportunities Network (SciMON) and BMI program.</i></p> <p>C. <i>Provide scholarships, advising, counseling and engagement activities to high-achieving underrepresented minority students in cohort programs like the Community and Presidential Leadership Scholars programs.</i></p>	<p>3.1.1 Percentage of SEEK students passing freshman composition/gateway math courses with a C or better (bacc.)</p> <p>3.1.2 Percentage of ESL students passing freshman composition (bacc.)</p> <p>3.1.3 Percentage of remedial students who have passed all basic skills tests by 30 credits (assoc.)</p> <p>3.1.4 Percentage of students exiting from remediation in reading, writing, and math (assoc.)</p> <p>3.1.5 USIP participation rate</p> <p>3.2.1a Percentage of students passing freshman composition courses with a C or better</p> <p>3.2.1b Percentage of students passing gateway math courses with a C or better</p> <p>3.2.2 Institutional value-added as measured by the CLA</p> <p>3.3.1 1-yr retention rates by group status</p>
<p>Objective 4. Increase retention and graduation rates and ensure students make timely progress toward degree completion</p>	
<p>4.1 Colleges will facilitate students’ timely progress toward degree completion</p> <p>A. <i>Finalize strategic plan for student success.</i></p> <p>B. <i>Improve science lab availability for science majors by implementing new nursing curriculum that admits students in sophomore, as opposed to junior, year.</i></p>	<p>4.1.1 Percentage of freshmen and transfers taking a course the summer after entry</p> <p>4.1.2 Ratio of undergrad FTEs to headcount</p> <p>4.1.3 Average number of credits earned in first 12 months (baccalaureate)</p>

<p>C. Continue to expand Pathways course offerings. D. Enhance communication to students about degree requirements. E. Maintain high level of undergrad FTEs to headcount. F. Maintain or accelerate Hunter’s rate of progress in credit accumulation over the first 12 months.</p> <p>4.2 Retention rates will increase progressively A. Maintain or improve upon recent gains in retention rates. B. Expand academic programming and personalized advising and support for scholar cohorts to maintain high retention rates. C. Extend “early alert” system on a targeted basis in areas of demonstrated need where student supports are already in place.</p> <p>4.3 Graduation rates will increase progressively in associate, baccalaureate, and master’s programs A. Maintain or improve graduation rates for baccalaureate and master’s programs.</p>	<p>4.1.4 Percentage of freshmen who complete freshman composition/credit-bearing math within two years of entry (associate)</p> <p>4.2.1 1-yr retention rates</p> <p>4.2.2 Difference between actual and predicted 1-yr retention rates “value-added”</p> <p>4.3.1 4-yr graduation rates (associate, baccalaureate, master’s)</p> <p>4.3.2 Difference between actual and predicted 4-yr graduation rates</p>
<p>Objective 5. Improve post-graduate outcomes</p>	
<p>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. Maintain high pass rates on PT and Communication Sciences exams C. Maintain high pass rates on Nursing NCLEX-RN exams and improve the certification pass rates for graduate students. D. Maintain first-time pass rates on the LMSW above national average and improve LCSW pass rates</p> <p>5.2 Job and education rates for graduates will increase A. Generate proposals for more professionally-oriented undergraduate options (majors, minors, certificates) in areas including arts management and social work. B. Continue to closely monitor performance on professional/graduate school test scores with the goal of improving admission rates. C. Establish assessment procedures for pre-professional advising services.</p>	<p>5.1.1 Pass rates on licensure/certification exams (nursing, teaching)</p> <p>5.2.1 College will report on job placement rates of their graduates and efforts to prepare students for employment and/or graduate education</p> <p>5.2.2 Percentage of associate graduates working or continuing their education</p>
<p>Objective 6. Improve quality of campus life and student and academic support services</p>	
<p>6.1 Colleges will improve the quality of student life and campus climate. A. Open the 3rd (main) floor of the newly renovated library, including information commons, reading room, study hall and library café.</p>	<p>6.1.1 Colleges will present evidence of improved quality of life and campus climate</p> <p>6.1.2 Noel-Levitz will not be administered this year – colleges will report on efforts to utilize baseline results</p>

<p>B. <i>Continue major capital campaign and construction plans for the 6th and 7th floors of the library, which will include a student success floor with new classrooms, pre-professional offices and new space for honors programs.</i></p> <p>6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.</p> <p>A. <i>Re-envision three major academic learning centers for mathematics and quantitative reasoning, writing and science and plan to co-locate them on the 7th floor of the library.</i></p> <p>B. <i>Enhance and expand the use of the CRM to improve student engagement.</i></p>	<p>6.2.1 Colleges will present evidence of improved delivery of student, academic, and technological support services</p> <p>6.2.2 Noel-Levitz will not be administered this year – colleges will report on efforts to utilize baseline results</p> <p>6.2.3 Percentage of degree students using DegreeWorks for degree audit</p>
<p>Goal 3: Enhance Financial and Management Effectiveness</p>	
<p>Objective 7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses</p>	
<p>7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise</p> <p>A. <i>Maintain or reduce headcount to control for FTE growth.</i></p> <p>B. <i>Maintain enrollment in graduate programs at 25% or above of student enrollment.</i></p> <p>C. <i>Maintain or increase mean SAT and CAA scores</i></p> <p>7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges</p> <p>A. <i>With select community college partners, develop targeted scholarship programs to facilitate transfer.</i></p> <p>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</p> <p>A. <i>Hunter College’s College Now program will achieve 95% or more of its enrollment target.</i></p> <p>B. <i>The Adult Continuing Education division will provide evidence of programs and courses that further the mission of the College.</i></p>	<p>7.1.1 Percentage difference between target and actual FTE enrollment</p> <p>7.1.2 Mean SATs/CAAs</p> <p>7.2.1 Colleges will report on outcomes related to efforts to establish, update or grow joint degree programs</p> <p>7.2.2 Colleges will report on outcomes related to articulation agreements (transfers under existing agreements, establishment of new agreements)</p> <p>7.3.1 Percentage of College Now enrollment target achieved</p> <p>7.3.2 Colleges will provide data to demonstrate how ACE programs are aligned with institutional priorities</p>
<p>Objective 8. Increase revenues and decrease expenses</p>	
<p>8.1 Colleges will increase revenues</p> <p>A. <i>Maintain or increase alumni and corporate giving.</i></p> <p>B. <i>Increase grant submissions and maintain or increase grant awards.</i></p> <p>C. <i>Hunter will meet its agreed upon revenue targets.</i></p> <p>8.2 Colleges will prioritize spending for student academic and support services</p> <p>A. <i>Hunter will invest in student services that promote student success.</i></p>	<p>8.1.1 Alumni/corporate fundraising (CAE-VSE report) – 3-year weighted rolling average</p> <p>8.1.2 Contract/grant awards (including for research) – 3-year weighted rolling average</p> <p>8.1.3 Tuition and fee collection rate – 3-yr weighted rolling average</p> <p>8.1.4 Alternative revenue sources (ACE, licensing, rentals, etc.) – 3-yr weighted rolling average</p>

<p>B. <i>Hunter’s technology fee spending will augment services for students, increasing the overall number of computing devices and expanding access to services and technology including greatly enhanced technological services in the newly renovated library.</i></p>	<p>8.2.1 Spending on instruction and departmental research as a percentage of tax-levy budget</p> <p>8.2.2 Spending on student services as a percentage of tax-levy budget</p> <p>8.2.3 Spending of technology fee as percentage of technology fee revenue</p>
<p>Objective 9. Improve administrative services</p>	
<p>9.1 Colleges will improve the delivery of administrative services to students</p> <p>A. <i>Analyze Noel-Levitz baseline results for ways to improve the delivery of administrative services to students.</i></p> <p>B. <i>The Office of Financial Aid (OFA) will increase FAFSA filing rate.</i></p> <p>9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs</p> <p>A. <i>Complete the move to the floor in the new WCMC building and continue planning for the 2018-19 move to the new MSKCC building.</i></p> <p>B. <i>Begin planning the renovation of the Kennedy Child Care Center on E. 67th Street.</i></p> <p>9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.</p> <p>A. <i>Continue to implement aspects of the completed multi-year sustainability plan, including increased recycling efforts, additional water filling stations, and a reduction in energy consumption.</i></p> <p>B. <i>Focus on energy efficiency by expanding the NYC Cool Roof program, increasing campus awareness of energy saving behaviors and monitoring energy use and waste.</i></p>	<p>9.1.1 Colleges will present evidence of improved student satisfaction with administrative support services</p> <p>9.1.2 Noel-Levitz will not be administered this year – colleges will report on efforts to utilize baseline results</p> <p>9.2.1 Percentage of instruction delivered on Fridays, nights, weekends</p> <p>9.2.2 Colleges will present additional evidence of space prioritization for degree and degree-related programs</p> <p>9.3.1 Energy Use Intensity (EUI) as BTUs of gas, electricity, steam per square foot</p> <p>9.3.2 Recycling to regular waste ratio and total waste per FTE</p>