Hunter College Performance Goals and Targets
2011 – 2012 Academic Year

Goals	Objectives	2011-2012 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. *Submit monitoring report to Middle States* **1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community** A. *Draw external recognition for Hunter faculty and academic programs* B. *Invest in external collaborations and outreach in East Harlem* C. *Launch new interdisciplinary community health assessment team to identify barriers and potential interventions to promote healthier neighborhoods* D. *Hire academic leaders, including new Deans for the School of Arts and Sciences and the CUNY School of Public Health at Hunter College and a new Director for the Macaulay Honors College at Hunter* E. *Make progress on key interdisciplinary initiatives, including launching the projects in the "Arts Across the Curriculum" Mellon Foundation planning grant* **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. *Implement college-wide strategic plan; launch strategic planning in academic units* B. *Use plans for action in Art, Sociology, and Asian American Studies to shape decisions and allocations; implement recommendations* C. *Complete Psychology program review; make progress on reviews in Computer Science, History, and Mathematics and Statistics* D. *Use Departmental Spending Report data to evaluate and model the distribution of resources* E. *Invest resources in flagship and interdisciplinary programs, including those at Roosevelt House, the Artist's Institute and the new East Harlem complex* F. *Revise nursing curriculum to change the point of entry from junior to sophomore year*	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 Use of technology to enrich courses and teaching will improve A. *Implement fourth round of successful Faculty Innovations in Teaching with Technology (FITT) program, "Tech Thursdays" faculty presentations and "Tech Monday" faculty training sessions* B. *Develop and implement hybrid courses with funding from CUNY's Hybrid Initiative* C. *Promote and expand "Informed Registration" initiative and implement new state and federal guidelines regarding advance textbook information* D. *Introduce new distance learning classrooms at the new East Harlem complex* E. *Work with CUNY and consultants to complete the design of a high definition broadcast studio* F. *Upgrade computer lab infrastructure*	1.4 Reports of courses with a significant technology component and self-reports by colleges
	2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity	**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 new Presidential Awards for Faculty Advancement, to support faculty research and teaching* B. *Strengthen faculty development initiatives, including faculty seminar series and initiatives to support faculty efforts to seek external funding* C. *Hire outstanding scholars in key areas* **2.2 Increase faculty research/scholarship** A. *Achieve high level of participation in CUNY's online scholarship report system* B. *Implement Digital Measures as a means of documenting faculty scholarship and creating a searchable database of faculty work* C. *Work with CUNY to design and construct new research facilities for key scholars in Psychology, Computer Science and Chemistry* **2.3 Instruction by full-time faculty will increase incrementally** A. *Make progress on the implementation of recommendations of the Faculty Workload Committee* **2.4 Colleges will recruit and retain a diverse faculty and staff** A. *Actively recruit a diverse faculty and staff*	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 report

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. *Identify faculty and administrators to represent Hunter on CUNY pathways committees* B. *Prepare plan for implementation of the General Education Framework*	3.1 Documented evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.)
		3.2 Colleges will improve basic skills and ESL outcomes A. *Provide support for mathematics and writing instruction in lower division courses* B. *Commence review of Hunter's learning centers, starting with the Reading and Writing Center and the Socrates and Physical Science Centers, with an eye toward reimagining and reprogramming them in a newly designed facility and transforming writing and science tutoring at Hunter*	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 Colleges will improve student academic performance, particularly in the first 60 credits of study A. *Maintain the % of students passing gateway courses with a C or better* B. *Offer and assess "Horizons" courses (courses for freshmen enriched with transition-to-college elements)* C. *Make progress on new "science for non-majors" courses* D. *Implement new honors programming for cohorts of high-achieving incoming freshmen*	3.3 % of students passing gateway courses with a C or better
		3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender A. *Monitor gaps in retention and graduation rates and the % credits attempted among various groups* B. *Support NSF-funded I-cubed project and other programs that target underrepresented groups* C. *Provide scholarships, advising, counseling and engagement activities to high-achieving underrepresented minority students in various cohort programs like the Community and Presidential Leadership Scholars programs* D. *Conduct gender analysis to examine characteristics that affect retention rates*	3.4 1-yr. retention rates by underrepresented group status and gender; for all students, % of credit hours attempted that are earned by underrepresented group status and gender (Fall semester)
		3.5 Colleges will show progress on implementing faculty-driven assessment of student learning	3.5 Evidence that faculty are assessing student learning, using results to make improvements, and documenting the process

		A. *Implement Senate resolutions on including learning goals on new and existing syllabi* B. *Continue development of program-level assessment in the School of Arts and Sciences* C. *Provide resources and development opportunities to support faculty-driven assessment of student learning*	
	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. *Upgrade Degree Audit software (DIG) to provide the most complete and accurate information to students* B. *Begin to map out and distribute "road maps to graduation" in certain major areas* C. *Implement "network programming" to reach out to students at critical academic junctures and provide advising, support, and referral as needed.* **4.2 Retention rates will increase progressively** A. *Maintain or improve upon recent gains in retention rates* B. *Use funding from Presidential Initiatives for Student Engagement to support faculty interactions with students outside the classroom* C. *Serve as pilot for CUNY CRM-Retain to track and support student progress* D. *As part of the CRM-Retain implementation, build predictive model to identify academically at-risk freshmen and transfer students* **4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs** A. *Maintain or improve upon recent gains in graduation rates in baccalaureate and master's programs* B. *Work with an external consultant to identify strategies to improve graduation rates*	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. *Implement 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*	5.1 Pass rates and # of students passing licensure/certification exams

		5.2 Job and education rates for graduates will increase A. *Systematically collect GRE, LSAT, MCAT and GMAT score* B. *Collect and analyze data on the number of students who apply for/gain admission to medical and law schools* C. *Career Development Services (CDS) will increase student use of the Job/Internship Data Base and Career Management System (ORION)*	5.2 College self-reports and surveys of graduates' job placement rates; % of graduates continuing their education
	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. *Complete phase I of the Wexler library renovations and begin planning for phase II* B. *Launch newly designed Hunter website and online calendar to improve communication at Hunter* C. *Implement "Photo-roster" attendance system allowing faculty to get to know the students in their courses quicker and be better able to assess and advise them* D. *Fully implement the CRM-Retain student portal page (MyHunter) and implement a college-wide student communication plan using the CRM-Retain* E. *Increase online resources (e.g., e-books) available via the libraries* F. *Gather data to identify students with or at risk for mental health-related issues and develop appropriate networks and collaborations with faculty and staff to provide targeted outreach to these students* G. *Survey students about their satisfaction with advising services*	6.1 Student experience survey results and other evidence of 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. *Meet enrollment targets for degree programs and maintain 25% graduate enrollment* B. *Maintain or improve mean SAT/CAA scores* **7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges** A. *As the lead institution of the SPH, work closely with CUNY partners to implement structures to support the mission and goals of the SPH* B. *Implement the Hunter- Queensborough Community College pathways program in nursing*	7.1 Enrollment in degree and adult and continuing education programs; SATs/CAAs 7.2 Pipeline programs, transfer credit acceptance, e-permit, and joint programs, etc.

		C. *Implement new pathway to a major in Urban Affairs and Planning between Hunter and the new CUNY community college* **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. *Increase accessibility and application rates through online application process and provide resources to help CN students succeed*	7.3 # of College Now participants; College Now course completion and pass rates, # participants re-enrolled
	8. Increase revenues and decrease expenses	**8.1 Alumni-corporate fundraising will increase 10%** A. *Maintain or increase alumni and corporate giving* B. *Expand giving circles program for new donors and upgrades to include direct mail marketing, recognition events and listings in our e-newsletter* C. *Hold two major fundraising galas* **8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education** A. *Meet CUNY's agreed upon tuition and fee revenue targets* B. *Meet the College's agreed upon revenue targets for adult and continuing education* **8.3 Colleges improve or maintain sound financial management and controls** A. *Maintain or reduce the percent of total budget spent on administrative services* **8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities** A. *Implement a balanced financial plan, aligning expenditures with academic priorities* **8.5 Contract/grant awards will increase** A. *Maintain or increase Hunter's levels of grant submissions and external funding* **8.6 Indirect cost recovery ratios will improve** A. *Indirect cost recovery ratios will be maintained or improved*	8.1 Alumni/corporate fundraising (CAE-VSE report) 8.2 Revenue 8.3 % of budget spent on administrative services; responsiveness to accounting and external/internal audit findings 8.4 Financial health and evidence of a solid financial plan; end fiscal year with 1%-3% 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

	9. Improve administrative services	**9.1 Colleges will make progress within a declared capital campaign**
		  A. Complete the quiet phase of our campaign for the Wexler Library and announce the public phase with a campaign case statement and donor material
		  B. Begin fundraising for the new CUNY School of Public Health with a gala this fall
			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 Student satisfaction with administrative services will rise or remain high at all CUNY colleges
		  A. Expand efforts to assess administrative services
		  B. Create and implement a process to improve online graduate application system to accommodate commitment fees
			9.2 Surveys of student satisfaction with nonacademic administrative support services

		9.3 Colleges will improve space utilization
		  A. Begin reprogramming and renovating space in the Wexler library; redesign space previously occupied by the Centro archives into student reading and work space
		  B. Move all relevant units into the East Harlem complex and integrate the new building into the new EBMS centralized event management booking system
		  C. Continue space planning at the Parliamo Italiano house
		  D. Make progress on space issues in the sciences and studio art
		  E. Explore opportunities to offer more classes at the Brookdale campus
		  F. Finish the renovations of Thomas Hunter Hall
		  G. Make progress on efforts to obtain the building on East 67th Street that houses the Kennedy Child Center
		  H. Increase instruction offered on Fridays, weekends and at night and 7am
			9.3 % of instruction delivered on Fridays, nights, weekends; space prioritized for degree and degree-related programs

		9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws *A. Participate on the CUNY Risk Management Council and update procedures as requested by CUNY*	9.4 Evidence of compliance, including, but not limited to, affirmative action, re/appointments, academic integrity, IRB, conflicts of interest, environmental health and safety, and campus Risk Management plans

		9.5 All colleges will make progress on CUNYfirst implementation
		  A. Implement CUNYfirst in accordance with CUNY's and guidelines
		  B. Participate in user acceptance testing, training and other projects as needed
			9.5 Evidence of timely progress organizing a CUNYfirst team, training employees, communicating effectively, and implementing CUNYfirst

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

		A. *Regularly convene Sustainability Council and work toward reaching targets identified in Hunter's multi-year sustainability plan* B. *Develop a blood-borne pathogen exposure control plan and train relevant staff* C. *Formalize inspection sheets and develop inspection of critical areas*	