

**Bronx Community College of the City University of New York
 College/President Performance Goals and Targets – FY05
 President Carolyn G. Williams**

July, 2004

Objectives/Indicators/University Targets	2004-05 College/President Goals/Targets
<p>Goal 1. Raise Academic Quality</p>	
<p>Objective 1: Promote CUNY Flagship programs and strengthen premier campus programs while ensuring that every college offers a sound general education program.</p> <ul style="list-style-type: none"> ▪ Outstanding faculty hired ▪ Recognition/validation from external sources ▪ Research awards and faculty publications ▪ Documented efforts to move flagship/premier college programs to the next level ▪ Implementation of college plan to strengthen undergraduate education 	<p>1. Strengthen and promote premier liberal arts and science transfer programs, career programs in the new technologies, general education, and excellence in teaching.</p> <p>1A. Eight new faculty will be hired in the following departments:</p> <ul style="list-style-type: none"> ▪ Biology (1) - CCIP ▪ Chemistry (1) – CCIP ▪ History (1) - CCIP ▪ English (1) - replacement ▪ Nursing (1) – replacement ▪ Physics and Technology (2) - replacement ▪ Health, Physical Education & Wellness (1) - replacement <p>1B. New Curriculum Development will include:</p> <ul style="list-style-type: none"> ▪ Proposal development in <ul style="list-style-type: none"> ○ Dietetic and Nutrition joint/dual degree with Lehman ○ Pharmaceutical Technology option in PMT, AAS ○ Earth Science option for Secondary Teachers ○ Math option for Secondary Teachers

	<p>1C. Curriculum Reform will include:</p> <ul style="list-style-type: none"> ▪ Reorganization of Environmental Tech to attract more students ▪ Reform PHM 10, CHM 11, MTH 30 to improve student success ▪ Assess & revise Spanish sequence ▪ Modify Business Administration as Management Option <p>1D. General Education Proficiencies will be incorporated in the Core and Liberal Arts & Sciences and other curricula.</p> <ul style="list-style-type: none"> ▪ Writing Intensive courses will be designated and scheduled across the curriculum ▪ Speaking and writing further incorporated into CMS11 ▪ Technology further incorporated into coursework (of 25 faculty members) <p>1E. Continue to provide Presidential faculty development grants (\$50,000) to promote faculty research, publication and presentation.</p> <p>1F. Continue to provide BCC Foundation College Enrichment Grants (\$9000) for faculty and staff to enhance the teaching and learning environment at the College.</p> <p>1G. Continue to encourage, facilitate, support and promote faculty presentations, national conference attendance, leadership programs, awards & other recognition.</p> <p>1H. Undergraduate education will be strengthened by comprehensive and integrated approach through CUE (Coordinated Undergraduate Education).</p>

<p>Objective 2: Use program reviews and assessment outcomes efforts to enhance and update programs, pedagogy and use of technology to improve instruction.</p> <ul style="list-style-type: none"> ▪ Academic program review & follow-up reports filed ▪ Accreditations, licensures, certifications ▪ Evidence of progress on college outcomes plan ▪ Student experience survey: college investments to enhance technology; # Blackboard courses offered ▪ Show & pass rates on the CUNY Proficiency Exam 	<p>2A. Conduct comprehensive college-wide academic program analysis/assessment which will identify and address:</p> <ul style="list-style-type: none"> ▪ Academic outcomes ▪ Enrollment management goals & projections ▪ Cost-benefit assessment/projections <p>2B. Expand course assessment in all disciplines (by Sp '05)</p> <p>2C. Revise academic program review guidelines by Sp '05 to update program evaluation process with improved planning and assessment components.</p> <p>2D. Systemically improve the institutional outcomes assessment program by expanding scope and direction of the SIMSMirror Project (which provided more readily accessible student information for campus analysts and provided interactive analytical tools for faculty).</p> <ul style="list-style-type: none"> ▪ Install WEBFocus and train team of 10 from Information Technology and Institutional Research ▪ Develop & begin implementation of a major project to create web-based business intelligence tools for all campus managers (including academic Department Chairpersons) and develop Web Dashboards for campus executives. <p>2E. Complete review & revision of Institutional Assessment Plan by the Coordinating Planning Council.</p>
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	<p>2F. Increase faculty development & utilization of technology and student use of and satisfaction with access to technology:</p> <ul style="list-style-type: none"> ▪ Continue development of student technology competencies and faculty standards of technology excellence. ▪ Facilitate web-based instruction with implementation of new WEB policy. ▪ Invest Technology fee funds to: create and update smart classrooms to support integration of technology into instruction; provide additional hardware/software to accommodate disabled student needs; expand lab coverage on evenings/weekends; expand technology faculty development program; install electronic switches to expand network communication and network monitoring tools to ensure network connectivity; set up thin clients across campus for student use; upgrade the learning center; install additional computers in the library; support electronic periodical databases in the Library; provide laptops for honors students. ▪ Invest Perkins funds to create wireless lab and provide faculty development in utilization of technology in instruction. ▪ Invest Title V funds to equip the Instructional Technology Laboratory, which is part of the Center for Teaching Excellence. ▪ Conduct student focus groups to determine student attitudes toward and satisfaction with technology on campus. <p>2G. Show rates on the CPE will increase from 67.4% to 72% and pass rates will increase from 61.6% to an eventual standard rate of 85%. The projected rate for FY05 is 68%.</p>

<p>Objective 3: Increase instruction by full-time faculty.</p> <ul style="list-style-type: none"> ▪ Change in full-time teaching faculty ▪ % of instructional hours taught by FT faculty ▪ Evidence of efforts to diversity faculty & staff 	<p>3A. The percent of nonremedial instructional hours taught by FT faculty will increase from 61.3% to 63%.</p> <p>3B. The College will continue efforts to diversity faculty and staff with: advertising positions in external publications and academic journals; encouraging search committees to diversity their pools; and with executive oversight of the final hiring outcomes.</p>
<p>Goal 2. Improve Student Success</p>	
<p>Objective 4: Increase retention and graduation rates.</p> <ul style="list-style-type: none"> ▪ Fall-to-fall retention rates ▪ Six-year graduation rates 	<p>4A. Consistent with the University Target to increase retention rates by an average of 2 percentage points, BCC will strive to:</p> <ul style="list-style-type: none"> ▪ Increase one-year retention rate for first-time, full-time freshmen from 65.7% for the F'02 cohort to 67.7% for the F'03 cohort. ▪ Increase one-year retention rate for transfer students from 65% to 67%. ▪ Increase 6-year graduation rate for Freshmen from 24.8% to 27%. ▪ Increase 6-year graduation rate for Transfers from 26.2% to 28.2%.
<p>Objective 5: Improve post-graduate outcomes.</p> <ul style="list-style-type: none"> ▪ Pass rates on licensure/certification exams 	<p>5A. Increase NCLEX passing rates from 81% to 85%.</p> <ul style="list-style-type: none"> ▪ An assessment protocol will be developed to assist the Nursing Department in predicting and addressing potential weaknesses

<ul style="list-style-type: none"> ▪ VTEA job placement rates 	<p>and inhibitors of student success.</p> <p>5B. Sustain at least 85% passing rate on Radiologic Technology Registry Exam.</p> <p>5C. Increase job placement rates from 73.9% to 77% (with combined job and education rates increasing from 89.1% to at least 90%)</p>
<p>Objective 6: Improve College Readiness.</p> <ul style="list-style-type: none"> ▪ Enrollment in immersion as % of freshmen who need basic skills work. ▪ % of immersion students who progress at least one level. ▪ Pass rates on skills tests at the end of remedial/ESL sequence. ▪ Number of College Now course/workshop participants; course completion and passing rates. 	<p>6A. The percentage of USIP participants whose placement level improves as a result of USIP will increase from 60.3% to 63%. (The data used for this indicator is being investigated by the campus and the university Offices of Institutional Research. The target may change if the current figures are incorrect)</p> <p>6B. Passing rates on the Exit from Remediation Exams will increase:</p> <ul style="list-style-type: none"> ▪ from 67.5% in Reading to 69.5%. ▪ from 50.5% in Writing to 52.2%. ▪ from 56.7% in Math to 63.8%. <p>6C. College Now enrollment target of 795 with 70% of participants passing with a grade of C or better. Efforts will include: continuation of development of connections with the College's academic departments and continuation of assessment of the academic and instructional quality of College Now offerings.</p>
<p>Objective 7: Improve quality of student support services.</p> <ul style="list-style-type: none"> ▪ Student experience survey results on satisfaction with academic and student support services. 	<p>7A. Conduct student focus groups to determine student attitudes toward and satisfaction with support services.</p>

<p>Goal 3. Enhance Financial and Management Effectiveness.</p>	
<p>Objective 8: Meet enrollment goals.</p> <ul style="list-style-type: none"> ▪ Enrollment/SAT/CAAs ▪ Demonstrated actions to better coordinate student transfers from CUNY associate to baccalaureate institutions. 	<p>8A. Meet FY05 targets:</p> <ul style="list-style-type: none"> ▪ Fall 2004 headcount enrollment will increase 1% to 8031 and FTE enrollment will increase 2% to 5977. ▪ Spring 2005 headcount enrollment will increase 1% to 8451 and FTE enrollment will increase 2% to 6120. <p>8B. Show rate for accepted students will increase from 54.0% to 58%.</p> <p>8C. BCC will take the following actions to better coordinate and facilitate movement from the associate to the baccalaureate level:</p> <ul style="list-style-type: none"> ▪ BCC will implement the CUNY Community College Teacher Education Transfer protocol, which allows for a transfer of 9 credits into teacher education programs at 4 year CUNY schools. ▪ BCC will continue to facilitate math and science teacher education transfer students with a grant from Phi Theta Kappa. ▪ Strategically link curriculum design & redesign to articulation. ▪ Continue to support and develop 'transfer to Lehman' activities that are part of the collaborative Title V Grant. ▪ Continue progress with Transfer Center.
<p>Objective 9: Increase revenues from external sources.</p> <ul style="list-style-type: none"> ▪ Alumni/corporate fundraising (CAE-VSE report) ▪ Contract and grant awards (RF report) 	<p>9A. Alumni and Corporate Fundraising (as reported on the CAE-VSE Report) will increase 10% from \$733,130 in FY04 to \$806,433 in FY05.</p> <p>9B. Contract and Grant awards will be sustained at approximately \$10,000,000 (despite the anticipated loss of approximately \$3 million</p>

<ul style="list-style-type: none"> ▪ Indirect cost recovery as ratio of overall grant/contract activity. 	<p>from transitioning <i>Healthforce</i> and <i>GearUp</i>)</p> <p>9C. Indirect cost recovery as a ratio of overall grant/contract activity will increase to 7.4.</p>
<p>Objective 10: Improve productivity, service to students, and environmental health and safety.</p> <ul style="list-style-type: none"> ▪ Productivity targets ▪ Surveys of student and faculty satisfaction with administrative services. ▪ Percent of budget spent on administrative services ▪ 10A. Percentage of instruction delivered on Fridays, nights and weekends ▪ Evidence of compliance with environmental health and safety regulations. 	<p>10A. Conduct student focus groups to determine student attitudes toward and satisfaction with administrative services and facilities.</p> <p>10B. BCC will increase expectations for productivity savings that will be applied to student instruction-related activities.</p> <p>10C. The percentage of tax levy budget spent on institutional support services (administrative services) will decrease.</p> <p>10D. The percentage of instruction offered on Fridays and weekends will increase from 38% to 40%. (In addition to the existing evening/weekend RN and LPN programs, the College will identify, after concluding a comprehensive assessment of academic programs, other programs to expand on the evenings & weekends).</p> <p>10E. Evidence of compliance with environmental health and safety regulations will include regular review of project status and project completion for previously identified compliance activities.</p>
<p>Objective 11. Executive Council Cross Cutting Priorities</p>	<p>11A. Improve Facilities and Events Management</p> <ul style="list-style-type: none"> ▪ Initiate campaign to improve campus ▪ Identify campus development priorities and projects ▪ Develop infrastructure, policies and procedures for managing facilities, events, space management and ongoing maintenance. ▪ Utilize funding from the US Department of Energy and from

	<p>Congressman Serrano for the renovation of Paterson Base, which will house the Center for Sustainable Energy at BCC.</p> <ul style="list-style-type: none"> ▪ Utilize funding from a Campus Heritage Grant from the Getty Foundation (the largest of its kind ever given) to support the preparation of a Master Plan to assess the needs and costs to restore, rehabilitate, and conserve BCC's landmark Stanford White buildings and landscape. <p>11B. Enhance campus management</p> <ul style="list-style-type: none"> ▪ Policy review/assessment/revision <ul style="list-style-type: none"> ○ Administrative council review and dissemination of campus wide policies (annual & sick leave policies). ○ Initiate a dialog regarding schedule adjustments needed to better serve the College's expanding academic schedule and to enhance productivity. ▪ Administrative information and systems assessment & development <ul style="list-style-type: none"> ○ Analyze and assess all administrative systems and make recommendations & identify priorities for technology solutions. ▪ Staff and management training and development <ul style="list-style-type: none"> ○ Institute an administrative staff development plan to assist administrators and managers in their role as supervisors and provide the support to carry out supervisory responsibilities beginning with a day-long retreat to address issues of departmental leadership, staff development, and evaluation process. ○ Provide information and guidance to the College and departmental personnel and budget committees on appointment, reappointment and promotion policies and procedures. ○ Conduct needs assessment for staff development for white and blue collar employees.
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	<ul style="list-style-type: none">▪ Technology infrastructure development <p>11C. Develop protocol for ongoing comprehensive program assessment, including:</p> <ul style="list-style-type: none">▪ Academic outcomes assessment▪ Enrollment management assessment and targets▪ Cost-benefit analysis/fiscal projections
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BCC FY05 GOALS & TARGETS - FINAL
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