

**Bronx Community College of the City University of New York  
College/President Performance Goals and Targets – FY06  
President Carolyn G. Williams**

**June, 2005**

Objectives/Indicators/University Targets	2005-06 College/President Goals/Targets
<p><b>Goal 1: Raise Academic Quality</b></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"> <li>▪ Summary of key hires in flagship/premier areas</li> <li>▪ Recognition/validation from external sources</li> <li>▪ Research award and faculty publication summary</li> <li>▪ Documented efforts to move flagship/premier college programs to the next level</li> <li>▪ Implementation of approved CUE plan; appointment of senior administrator to oversee CUE; integration of WAC into Gen Ed and all academic disciplines</li> </ul>	<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. Eighteen new faculty will be hired in the following departments:</p> <ul style="list-style-type: none"> <li>▪ Art &amp; Music (1)</li> <li>▪ Biology and Medical Lab Technology (3)</li> <li>▪ Chemistry (1)</li> <li>▪ Communication Arts and Sciences (1)</li> <li>▪ English (2)</li> <li>▪ History (2)</li> <li>▪ Mathematics and Computer Science (5)</li> <li>▪ Modern Languages (1)</li> <li>▪ Social Sciences (2)</li> </ul> <p>1B. New curriculum development will include proposal development in:</p> <ul style="list-style-type: none"> <li>▪ Multimedia Option in AAS Digital Design &amp; Computer Graphics</li> <li>▪ Pharmacy Technology Option in AAS PMT Program</li> <li>▪ Food &amp; Nutrition Science and Technology AS</li> <li>▪ Performing Arts Option in Liberal Arts/Sciences AA</li> <li>▪ Mathematics for prospective elementary school mathematics teachers</li> </ul>

	<p>1C. Curriculum reform will include:</p> <ul style="list-style-type: none"> <li>▪ Revision of Computer Information Systems AAS &amp; Computer; Programming Option in Business Administration AS to increase relevancy;</li> <li>▪ Modification of Paralegal curriculum to improve program currency and transferability;</li> <li>▪ Reorganization of Environmental Technology to increase enrollment and retention;</li> <li>▪ Revision of Spanish intermediate course sequence;</li> <li>▪ Integration of computer technology into courses offered in the Physics &amp; Technology Department;</li> <li>▪ Evaluation of ENG and ESL remedial sequences.</li> </ul> <p>1D. The educational experiences and outcomes will be strengthened by efforts of the Coordinated Undergraduate Program (CUE) through:</p> <ul style="list-style-type: none"> <li>▪ Creation of a CUE Council to oversee coordination of various CUE activities, CUE planning and assessment</li> <li>▪ Developing full implementation and assessment plan for Writing in the Disciplines(WID) and Writing across the Curriculum (WAC) to: increase numbers of trained faculty; and to increase offerings to assure availability of at least 2 WI courses for all graduates</li> <li>▪ Expand General Education initiatives to further integrate Gen Ed-based exercises in courses throughout the curriculum (including OCD – freshmen seminar course) and to develop General Education Assessment Plan</li> <li>▪ Institutionalization of the Writing Center and Mathematics Tutorial Lab</li> </ul> <p>1E. Continue to provide Presidential faculty development grants (\$50,000) to promote faculty research, publication and presentation. Guidelines will be revised to encourage: more focused faculty participation in development activities (including adjuncts); and increased faculty research and scholarship.</p>
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	<p>1F. Continue to provide BCC Foundation College Enrichment Grants (\$10,000) to enhance the teaching and learning environment at the College.</p>
<p>Objective 2: Use program reviews and assessment outcome efforts to enhance and update programs, pedagogy and use of technology to improve instruction.</p> <ul style="list-style-type: none"> <li>▪ Academic program review and follow-up reports filed by the colleges</li> <li>▪ Accreditations, licensures, certifications</li> <li>▪ Evidence of progress on college outcomes plan</li> <li>▪ Student experience survey; college investments to enhance technology; # Blackboard courses offered;</li> <li>▪ Show and pass rates on CUNY Proficiency Exam</li> </ul>	<p>2A. Academic program reviews to include:</p> <ul style="list-style-type: none"> <li>▪ Liberal Arts AA self-study and site visit</li> <li>▪ Telecommunications Technology self-study/site visit</li> <li>▪ English Department self-study initiation</li> </ul> <p>2B. Accreditation activities to include:</p> <ul style="list-style-type: none"> <li>▪ Human Services program review and site visit for reaccreditation by Council for Standards in Human Services Education (CSHSE)</li> <li>▪ American Bar Association (ABA) evaluation report for Paralegal program reaccreditation</li> <li>▪ Initiation of NACCLS (National Accrediting Agency for Clinical Laboratory Technology) accreditation process for Medical Lab Technician (MLT) program</li> </ul> <p>2C. Engage the campus community in the: integration and updating of the College's Strategic Plan, Assessment Plan, Academic Assessment Plan and Case Statement (coordinating efforts of the Coordinating Planning Council, Technology Oversight Committee, Teaching/Learning Technology Roundtable, Academic Program Planning Committee, the CUE initiative and the Center for Teaching Excellence).</p> <p>2D. Systematically continue to improve the institutional assessment program by:</p> <ul style="list-style-type: none"> <li>▪ Facilitating evidence-based analysis and decision-making with expansion of the SIMSMirror project, including:</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Conversion of 60+ COBOL programs to WEBFOCUS reports</li> <li>➤ Development of financial reports to correspond with new systems developed for Business Office</li> <li>➤ Rolling out business intelligence applications for enrollment management group</li> </ul> <ul style="list-style-type: none"> <li>▪ Expanding “Logic Model Project” with more in-depth evaluation efforts for selected projects.</li> <li>▪ Developing a framework for assessing student support services (including tutoring, academic advisement, etc).</li> </ul> <p>2E. Increase faculty development &amp; utilization of technology, through:</p> <ul style="list-style-type: none"> <li>▪ Completion of the Center for Teaching Excellence (CTE) facility, including an Instructional Technology Lab as a resource for teaching and learning activities on campus</li> <li>▪ Integration of major “Liberal Learning” initiatives, such as General Education, International Initiatives, Learning Assessment, Technology Training and Counseling projects</li> <li>▪ Pursuing new faculty development funding opportunities</li> <li>▪ Assessing and developing plans to improve student technology competencies</li> <li>▪ Utilizing technology for continued course and curricular redesign</li> <li>▪ Using “best practice” initiative (developed by TLTR) to propose formal faculty standards of technology excellence</li> <li>▪ Implementing Technology Fee Plans with investments in: <ul style="list-style-type: none"> <li>➤ Faculty technology training</li> <li>➤ Faculty-proposed instructional technology projects</li> <li>➤ Supporting classroom technology infrastructure</li> </ul> </li> </ul>
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	<p>2F. Frequency of student use of computer technology will increase from a mean of 1.83 (with 1=never and 4=very often) to 2.0. Student satisfaction with access to computer technology will increase from a mean of 2.97 to 3.0 (with 1=never and 4=very often).</p> <p>2G. Show rate on the CPE will increase from 72% to 75% and the pass rate will continue to exceed 85%.</p>
<p>Objective 3: Increase instruction by full-time faculty</p>	<p>3A. The percent of nonremedial instructional hours taught by FT faculty will increase from 64% to 66%.</p> <p>3B. The College will continue efforts to diversify faculty and staff with: advertising positions in external publications and academic journals; encouraging search committees to diversify their pools; and with executive oversight of the final hiring outcomes.</p> <p>The Affirmative Action Committee will review and assess search procedures with respect to further promotion of diversity.</p>
<p><b>Goal 2: Improve Student Success</b></p>	
<p>Objective 4: Increase retention and graduation rates</p> <ul style="list-style-type: none"> <li>▪ Fall to fall retention rates</li> <li>▪ Six-year AA, AS, BA, BA graduation rates; four year MA, MS &amp; certificate graduation rates</li> </ul>	<p>4A. Consistent with the University Target to increase retention rates, BCC will strive to:</p> <ul style="list-style-type: none"> <li>▪ Increase one-year retention rates for first-time, full-time freshmen from 64% for the F03 cohort to 65% for the F04 cohort</li> <li>▪ Increase one-year retention rate for transfer students from 60% for the F03 cohort to 61% for the F04 cohort</li> <li>▪ Increase 6-year graduation rate for Freshmen from 21.5% for the F98 cohort to 22.5% for the F99 cohort.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Increase 6-year graduation rate for Transfers from 26% for the F98 cohort to 27% for the F99 cohort</li> </ul>
<p>Objective 5: Improve post-graduate outcomes</p> <ul style="list-style-type: none"> <li>▪ Pass rates on licensure/certification exams</li> <li>▪ VTEA job placement rates</li> </ul>	<p>5A. Maintain at least an 85% pass rate on the NCLEX.</p> <p>5B. Maintain at least an 85% pass rate on the Radiologic Technology Registry Exam.</p> <p>5C. Increase job placement rates from 75% to 77% (while maintaining combined job + education rate at 90% or more)</p>
<p>Objective 6: Improve college readiness</p> <ul style="list-style-type: none"> <li>▪ Enrollment in USIP as % of need; % of USIP students who progress a level; pass rates on skills tests following remediation.</li> <li>▪ # of College Now course/workshop participants; course completion and pass rates; retention of students when they enter CUNY; implementation of College Now Strategic Plan</li> </ul>	<p>6A. The percentage of students needing basic skills work on application to CUNY who enroll in USIP will increase from 29% to 35%.</p> <p>6B. The percentage of USIP participants whose placement level improves after USIP enrollment will increase from 69.3% to 71.3%.</p> <p>6C. Pass rates on the Exit from Remediation Exams will increase:</p> <ul style="list-style-type: none"> <li>▪ from 61% to 63% in Reading</li> <li>▪ from 65.5% to 67.5% in Writing</li> <li>▪ from 45.1% to 50% in Math</li> </ul> <p>6D. College Now enrollment will increase in college credit courses and workshops to 1700, while maintaining at least an 80% pass rate.</p>
<p>Objective 7: Improve quality of student services</p> <ul style="list-style-type: none"> <li>▪ Student experience survey results on satisfaction with academic and student support services</li> </ul>	<p>7A. Student satisfaction will improve (to the community college '04 average with):</p> <ul style="list-style-type: none"> <li>▪ academic support services increasing from 2.85 to 2.93</li> <li>▪ student services increasing from 2.65 to 2.74</li> </ul> <p>Particular systemic efforts to address student satisfaction will include:</p>

	<ul style="list-style-type: none"> <li>▪ further development of web and computer-based systems, academic supports and services for students</li> <li>▪ better communication mechanisms will be created (such as information desks, on-line information availability, etc)</li> </ul>
<p><b>Goal 3: Enhance Financial and Management Effectiveness</b></p>	
<p>Objective 8: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs</p> <ul style="list-style-type: none"> <li>▪ Enrollment in degree and non-degree programs; SATs/CAAs</li> <li>▪ Demonstrated progress in implementing Degree Works, evaluating courses for TIPPS, establishing/implementing articulation agreements, and completing transfer evaluations in one semester.</li> <li>▪ Evidence that CUNY-wide teacher education articulation agreement is being honored</li> </ul>	<p>8A. Meet FY06 Enrollment targets:</p> <ul style="list-style-type: none"> <li>▪ Fall 2005 headcount enrollment will increase 1% to 8450</li> <li>▪ Fall 2005 FTE enrollment will increase 2% to 6210</li> <li>▪ Spring 2006 headcount enrollment will increase 1% to 8979</li> <li>▪ Spring 2006 FTE enrollment will increase 2% to 6407</li> </ul> <p>8B. The BA/BS transfer rate will increase from 54% to 56% by taking the following actions to better coordinate and facilitate movement from the associate to the baccalaureate level:</p> <ul style="list-style-type: none"> <li>▪ Conducting campus-wide demonstrations and trainings in Degree Works</li> <li>▪ Developing articulation agreements for: <ul style="list-style-type: none"> <li>○ Media Studies, Political Science with Lehman</li> <li>○ Psychology with Lehman, John Jay, Hunter</li> <li>○ Digital Design &amp; Computer Graphics with NYCCT</li> <li>○ Paralegal Studies with NYCCT</li> <li>○ Business with SUNY Maritime</li> </ul> </li> </ul>
<p>Objective 9: Increase revenues from external sources</p> <ul style="list-style-type: none"> <li>▪ Alumni/corporate fundraising (CAE-VSE Report)</li> </ul>	<p>9A. Alumni and Corporate Fundraising (as reported on the CAE-VSE Report) will increase by 10% to \$548,314.</p>

<ul style="list-style-type: none"> <li>▪ Contract and grants awards (RF Report)</li> <li>▪ Indirect cost recovery as ratio of overall grant/contract activity</li> <li>▪ Adult and Continuing Education Revenues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fundraising infrastructure will be enhanced with: the utilization of external consultants hired to help build development capacity; the creation of a case statement; the hiring of a Director of Development; and expanded assessment and analysis using Raiser’s Edge software</li> </ul> <p>9B. Contract and grant awards will increase by 5% to \$6,903,847.</p> <p>9C. Indirect cost recovery as a ratio of overall grant/contract activity will be maintained at 7.4.</p>
<p>Objective 10: Improve productivity, service to students, and environmental health and safety</p> <ul style="list-style-type: none"> <li>▪ Productivity targets</li> <li>▪ Surveys of student and faculty satisfaction with administrative services</li> <li>▪ Percent of budget spent on administrative services</li> <li>▪ Evidence of a financial plan and balanced budget</li> <li>▪ Percentage of instruction delivered on Fridays, nights and weekends</li> <li>▪ Evidence of a dedicated environmental officer</li> <li>▪ Evidence of a tracking system designed to ensure continuous environmental health/safety compliance</li> </ul>	<p>10A. BCC will increase expectations for productivity savings that will be applied to student instruction-related activities</p> <p>10B. The mean student satisfaction with administrative services will increase from 2.65 (with 1=very dissatisfied and 4= very satisfied) to 2.81 (the community college average).</p> <p>10C. The mean student satisfaction with administrative services will increase from 2.86 (with 1= very dissatisfied and 4 = very satisfied) to 2.93 (the community college average).</p> <p>10B. The percentage of tax levy budget spent of institutional support services (administrative services) will decrease.</p> <p>10C. The percentage of instruction offered on Fridays, nights and weekends will increase to 43%.</p> <ul style="list-style-type: none"> <li>▪ A comprehensive plan will be developed to maximize enrollment on weekends, evenings and summer sessions</li> </ul> <p>10D. The number of seats filled in Adult and Continuing Education courses will remain stable at 19,000.</p>

	<p>10E. The College will develop and implement a chemical inventory management system and a health and safety program that meet CUNY standards.</p>
<p>Objective 11: Executive Council Cross Cutting Priorities</p> <ul style="list-style-type: none"> <li>▪ Improve Facilities and Events Management</li> <li>▪ Enhance Campus Management</li> <li>▪ Develop/Implement protocol for ongoing comprehensive program assessment.</li> </ul>	<p>11A. Improve Facilities and Events Management</p> <ul style="list-style-type: none"> <li>▪ Creating the Office of Events Management and Administrative Services (EMAS) to serve the varied and dynamic event coordination needs of Bronx Community College</li> <li>▪ Proceed with plans for the new North Instructional Building <ul style="list-style-type: none"> <li>➤ Updating and obtaining gain approval for the Master Plan</li> <li>➤ Final selection of the architect</li> <li>➤ Initiating programming with architect and CUNY Design and Construction Management</li> </ul> </li> </ul> <p>11B. Enhance Campus Management</p> <ul style="list-style-type: none"> <li>▪ Create electronic “Management Tool Box” : <ul style="list-style-type: none"> <li>➤ Identifying major management information and other needs</li> <li>➤ Continuing integrative learning processes initiated in the College’s Administrative Council</li> <li>➤ Utilizing administrative teams to develop components of the “Tool Box”</li> </ul> </li> </ul> <p>11C. Continue development of ongoing program and policy assessment, including:</p> <ul style="list-style-type: none"> <li>▪ Creation of Business Intelligence Reports (using Web Focus) to facilitate ongoing curriculum, program and policy assessment;</li> <li>▪ Monitoring enrollment and student progress relative to the new probation/suspension policy.</li> </ul>

