

**Bronx Community College of the City University of New York
 College/President Performance Goals and Targets - FY04
 President Carolyn G. Williams**

Goal 1: RAISE ACADEMIC QUALITY

Objectives/Indicators/University Targets	2003-04 College/President Targets
<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 ▪ Evidence of renewed attention to examining the goals and organization of general education 	<p>1. Strengthen and promote premier liberal arts and science transfer programs, career programs in the <i>new technologies</i>, general education and excellence in teaching.</p> <p>1A. New faculty will be hired in the following departments:</p> <p>Fall 2003: Hire 12 new faculty in Liberal Arts & Sciences areas: Art & Music (1), Biology (1), Chemistry (1), Communication (1), English (2), History (1), Mathematics (2), Modern Languages (1), Physics (1), Social Sciences (1): Hire 2 new Librarians to focus on evening/weekend operations.</p> <p>Spring 2004: Hire 16 remaining faculty in Liberal Arts & Sciences areas: English (4), Math (4), Social Sciences (3), History (2), Communication (1), Biology (1), Modern Language (1); Hire 2 Librarians.</p> <p>1B. Focused attention to the goals and organization of general education will include:</p> <ul style="list-style-type: none"> ▪ Development of a <i>General Education Vision</i>, which will be: developed by a faculty committee; discussed and evaluated across the campus among all constituencies; and approved by the College Senate. ▪ Assessment of academic offerings and practices, relative to the <i>General Education Vision</i>, will result in recommendations for changes and improvements in the College curriculum and programs. ▪ Integration of general education principles in existing initiatives (WAC, CPE preparation, Teaching with Technology, course and classroom assessment initiatives). ▪ Reexamination of the Freshmen Year Experience with respect to our new general education vision and goals. ▪ Faculty participation in a General Education Institute at the College.

	<p>1C. New Technology offerings will be enhanced and expanded through:</p> <ul style="list-style-type: none"> ▪ Implementation of the new Pharmaceutical Manufacturing Technology AAS Program. ▪ Curriculum redesign and renaming of Advertising Art & Computer Graphics (consistent with recommendations from industry professional and senior college colleagues at a recent Focus Group meeting. ▪ Transformation within the Media Technology curriculum from analog to digital technology. ▪ Continuation and expansion of efforts to evaluate the currency of New Technology programs by engaging faculty in focus group discussions with industry professionals, senior college colleagues & alumni. <p>1D. Seek funding for the development and implementation of a Pre-Freshmen Science & Technology Institute, which will provide basic, science and technology skill preparation for students in allied health, science and technology majors.</p> <p>1E. Continue to provide Presidential faculty development grants (\$50,000) to promote faculty research, publication and presentation.</p> <p>1F. Continue to encourage, facilitate, support and promote faculty presentations, national conference attendance, leadership programs, awards and other recognition.</p>
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<p>Objective 2: Use program reviews and assessment outcomes to enhance and update programs, pedagogy and use of instructional Technology.</p> <ul style="list-style-type: none"> ▪ Programs reviewed externally, and jointly agreed upon recommendations implemented ▪ Accreditations, licensures, certifications ▪ Evidence of progress on outcomes assessment ▪ Student survey on use of computers/internet in instructions and access to computers on campus 	<p>2A. In preparation for a Middle States Periodic Review Report (due in June, 2004) a Committee will: assess the extent to which previous Middle States Association recommendations have been implemented; assess the current status of the College relative to revised <i>Characteristics of Excellence</i>; and make recommendations for future College progress.</p> <p>2B. The College will integrate (and regularly monitor) accreditation requirements for individual programs (Nursing, Paralegal, Business, Engineering) into the annual planning/assessment process for these departments.</p> <p>2C. Continuous progress on outcomes assessment will include:</p>
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<ul style="list-style-type: none"> ▪ Show and pass rates on CUNY Proficiency exam 	<ul style="list-style-type: none"> ▪ Utilizing SIMS Mirror to create knowledge-based “real time” enrollment management reports and processes to increase retention and graduation rates. ▪ Expanding faculty access to and use of web-based <i>Interactive Assessment Tools</i> (Electronic Rosters, Grade Distributions, Pre and Post Course Performance Reports) with assistance from faculty technology and assessment leadership (Action Researchers, Assessment Fellows and Teaching Learning Technology Roundtable members) ▪ Expanding access to and providing training in SIMS Mirror relational student information data base to enrollment management staff (registrar, financial aid, admissions). ▪ Piloting electronic Individual Academic Plan (developed from collaborative Title V grant with Lehman College) for incoming freshmen in OCD (Freshmen Seminar Course) ▪ Building upon learnings from departmental course assessment activities, expand course assessment activity and develop appropriate assessments at the course and college level for general education requirements. <p>2D. Consistent with the University target to increase faculty development in use of technology and establish campus baselines for student use of technology, and consistent with the College’s IT Strategic Plan, the College plans the following:</p> <ul style="list-style-type: none"> ▪ Develop plans and procedures to protect the integrity of the network ▪ Establish and charge a Technology Oversight Committee. ▪ Establish minimum student and faculty technology competencies ▪ Increase the average frequency of student use of computer technology from 1.76 to 1.80. (with scale of 1= never and 4=very often)
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	2E. Show rates on the CPE will increase from 73.2% to 75% and passing rates on the CPE will increase from 57% to 63%.
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<p>Objective 3: Increase instruction by full-time faculty</p> <ul style="list-style-type: none"> ▪ % of instructional hours taught by FT faculty 	3A: The percent of nonremedial instructional hours taught by FT faculty will increase to 65%.
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Goal 2: IMPROVE STUDENT SUCCESS

<p>Objective 4: increase retention and graduation rates.</p> <ul style="list-style-type: none"> ▪ Fall to fall retention rates ▪ Six-year AA, AS, BA, BS 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 63.5% for the F'01 cohort to 65.5% for the F'02 cohort; and ▪ Increase one-year retention rate for transfer students from 59.4% for the F'01 cohort to 61.4% for the F'02 cohort. ▪ Increase six year graduation rate for Freshmen from 20.7% for the F'96 cohort to 22.7% for the F'97 cohort; ▪ Increase six-year graduation rate for Transfers from 20.3% for the F'96 cohort to 22.3% for the F'97 cohort.
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<p>Objective 5: Improve post-graduate outcomes</p> <ul style="list-style-type: none"> ▪ Pass rates on licensure/certification exams ▪ VTEA job placement rates 	<p>5A. Consistent with the University Master Plan target of 85%, sustain improvements on the NCLEX exam with maintaining at least an 85% pass rate on the NCLEX and on the Radiologic Technology Registry Exam.</p> <p>5B. Sustain high job placement rates of 80%. (with combined job and education rates of at least 90%)</p>
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<p>Objective 6: Improve College Readiness University Target 6.1: Increase the percentage of non-exempt freshmen in immersion, the percentage of immersion students who progress a level, and the pass rates on skills tests at the end of remediation/ESL sequences.</p> <ul style="list-style-type: none"> ▪ Associate Colleges: Enrollment in immersion as % of freshmen who need basic skill work; % of immersion students who progress at least one level; pass rates on skills tests at end of remedial/ESL sequence. ▪ # of College Now course/workshop participants; course completion and pass rates. 	<p>6A. The percentage of USIP participants whose placement level improves as a result of USIP will increase from 27.4% in summer 2002 to 30% in summer 2003.</p> <p>6B. Passing Rates on the Exit from Remediation Exams will increase:</p> <ul style="list-style-type: none"> ▪ from 61.3% to 64% in Reading ▪ from 47.5% to 51.5% in Writing ▪ from 63.7 to 66% in Math <p>6C. College Now enrollment target of 795 will be met and 70% of participants will complete courses and earn grades of A, B or C.</p>
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<p>Objective 7: Improve quality of student support services.</p> <ul style="list-style-type: none"> ▪ Student survey results on satisfaction with academic and student support services 	<p>7A. Student satisfaction with support services will increase from 2.91 to 2.96 [scale: 1=very dissatisfied...4=very satisfied]</p> <p>7B. Student satisfaction with student services will increase from 2.71 to 2.76.</p>
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Goal 3: ENHANCE FINANCIAL MANAGEMENT EFFECTIVENESS

<p>Objective 8: Meet Enrollment Goals.</p> <ul style="list-style-type: none"> ▪ Enrollment/SAT/CAAs 	<p>8A. Meet enrollment targets in the Master Plan of:</p> <ul style="list-style-type: none"> ▪ Fall 2003 - 7342; Spring 2004 -7356
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<ul style="list-style-type: none"> ▪ Demonstrated actions to better coordinate student transfers from CUNY associate to baccalaureate institutions. 	<p>8B. Increase show rate for accepted students from 54.7% to 55.7%.</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"> ▪ Strategically link curriculum design and redesign to articulation ▪ Create transfer center and hire transfer coordinator (Title V funded) and inform students of transfer requirements/conditions in the first semester ▪ Support and develop 'transfer to Lehman activities' that are part of the collaborative Title V grant.
<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) ▪ Indirect cost recovery as ratio of overall grant/contract activity. 	<p>9A. Alumni and Corporate Fundraising (as reported on the CAE) will increase 90% to \$514,174 for FY03 and will increase another 20% to \$ 617,000 in FY04.</p> <p>9B. Contract/Grant awards will increase to \$9,501,644 for FY03 and to \$10,261,175 for FY04.**</p> <p>9C. Indirect cost recovery will increase to 7.36% for FY03.</p>

<p>Objective 10: Make administrative services more efficient and increase entrepreneurial efforts, and apply revenues to student instruction-related activities.</p> <ul style="list-style-type: none"> ▪ Productivity targets ▪ Survey of student satisfaction with administrative services ▪ Percent of budget spent on administrative services ▪ Percentage of instruction delivered at night, on Fridays or weekend. 	<p>10A . Student satisfaction with administrative services will increase to 2.81. [1=very dissatisfied 4=very satisfied]</p> <p>10B. Student satisfaction with facilities will increase to 2.90. [1=very dissatisfied ... 4=very satisfied]</p> <p>10C. BCC will increase expectations for productivity savings that will be applied to student instruction-related activities.</p> <p>10D. The percentage of tax levy budget spent on institutional support services (administrative services) will decrease to 32%.</p> <p>10E. The percentage of instruction offered on Fridays and weekends will increase from 38.3% to 43.3%.</p> <p>10F. Consistent with CUNY/EPA Audit agreement, review documents and initiate compliance activities.</p>
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** College & University figures differ and this measure is currently under review and possible revision
 BCC FY04 Targets Final Copy
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