

Goals	Objectives	Indicators	2004-2005 College Targets
<p>Raise Academic Quality</p>	<p>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"> • Summary of key hires in flagship/premier programs • Recognition/validation from external sources • Research award and faculty publication summary • Documented efforts to move flagship/premier college programs to the next level • Implementation of college plan to strengthen undergraduate education 	<ol style="list-style-type: none"> 1. Conduct faculty searches in Anthropology, Sociology, Political Science, Art History, Urban Education (two positions), Philosophy (two positions), Urban Health (in either Sociology or Psychology). In each of these searches, target distinguished candidates with a high degree of national visibility. 2. Continue to work closely with OAA to complete first round of cluster hiring across CUNY for six positions in Digital Media and advertise for five additional positions. 3. Raise next \$500,000 to match two-for-one \$1 million Mellon grant to support the recruitment and retention of distinguished faculty members. 4. Monitor developments in NRC review process and continue to publicize premier programs in advance of NRC review. 5. Publicize new distinguished faculty appointments. 6. Continue to publicize the honors and awards received by faculty and doctoral students. 7. To enhance research productivity of faculty and students, upgrade technology as resources allow: CUNY-grid in full production, two research technology fellows added (total now three), 3-D printer available to CUNY faculty; upgrade 175-200 computers in offices of campus-based doctoral faculty. 8. Continue to expand professional-development opportunities for doctoral faculty and students by expanding instructional technology workshops. 9. Integrate faculty and student research with activities of centers and institutes by supporting seminars and colloquia in the Center for the Humanities, Bildner Center for Western Hemisphere Studies, and Ralph Bunche Institute for International Studies. 10. Develop new interdisciplinary certificate programs in partnership with research centers (e.g., Middle Eastern Studies) and current interdisciplinary studies concentrations (e.g., Lesbian and Gay Studies). 11. Maintain upgraded program websites. Continue Project Arachnid to redevelop GC site. Maintain administrative support for this project with dedicated staff of 1.5 FTE. 12. Maintain faculty travel and research fund at current level. 13. Maintain doctoral student travel and research fund at current level. 14. Continue efforts to sharpen Graduate Center visibility through public programming initiative. Maintain or increase public audiences. 15. Develop five new interdisciplinary seminars. 16. Prepare data for and participate in the NRC assessment of doctoral programs. Adopt faculty productivity and quality measures consistent with those of the NRC when they become available. 17. When NRC standards are finalized, design a web-based mechanism for annually collecting data on faculty productivity (publications, awards, citations) starting in 2006-07. NRC will collect these data in 2005-06. 18. Update Institutional Research fact book online and make information accessible on GC website. Continue to post results of surveys and institutional research studies. 19. Enhance student professional development by encouraging college departments to mentor all doctoral students teaching at CUNY colleges. 20. Recruit premier faculty in Anthropology and Philosophy in an effort to “move flagship/premier college programs to the next level.” 21. Recruit Distinguished Professor to spearhead new Educational Leadership track in Urban Education.

	<p>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"> • Academic program review and follow-up reports filed by the college • 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 CUNY proficiency exam 	<ol style="list-style-type: none"> 1. Prepare for and conduct Middle States Periodic Review. Submit report to Middle States in June 2005. 2. Conduct external evaluations of Theatre and Speech and Hearing Sciences in Fall 2004 and of Psychology subprograms (Biopsychology, Experimental Cognition, Experimental Psychology) in Spring 2005. 3. Review recommendations of Engineering external review (2003-04). 4. Implement any remaining recommendations concerning previously reviewed doctoral programs; in particular, develop digital image collection and faculty cluster hiring in Art History program. 5. Review recommendations of the School Psychology doctoral program APA site visitors' report. 6. Complete proposal and approval of Au.D. degree in conjunction with Hunter and Brooklyn. 7. Facilitate college partnerships in development of Doctor of Nursing Science and Doctor of Physical Therapy degrees. 8. Complete fourth cycle of alumni employment survey (1998-99 graduates) and benchmark results to those of prior years. Target response rate is 50 percent. 9. Begin fifth cycle of alumni employment survey (1999-00 graduates). Target response rate is 55 percent. 10. Continue to report two outcome measures from alumni surveys: (1) the percentage of graduates reporting that their employment utilizes their doctoral training; (2) the percentage of graduates employed in education who are in tenure-track positions. Target for factor (1) is 85 percent or better; target for factor (2) is 55 percent or better. 11. Continue tabulating the results of annual exit survey and making results available to programs. Maintain response rate of above 90 percent. 12. Finalize design of the Banner tables for the student-tracking database. Complete database programming. Design and implement database data-extraction routines. Design reports and a mechanism for disseminating these reports to administrative and academic departments. Set up an administrative structure to review the results and take appropriate action. 13. Continue work toward improving time-to-degree (see Section 4). 14. Continue meeting with EO cluster groups to develop best practices for placement, mentoring, etc. 15. Continue Alumni Council on Professional Development workshops for doctoral students pursuing nonacademic employment opportunities. 16. Continue implementation of recommendations from faculty and student surveys on computer services. 17. Continue expanding professional-development workshops; increase number of Blackboard workshops for faculty and doctoral students who teach from the current 10; target for 2004-05 is 12. Doctoral faculty used Blackboard to support 32 academic courses in 2003-04; target for 2004-05 is 35. 18. Enhance availability of advanced software applications for instructional purposes. 19. Continue upgrading of classrooms for computer use (to 15); continue to make additional software applications available to students and faculty.
	<p>3. Increase instruction by full-time faculty</p>	<ul style="list-style-type: none"> • Change in full-time teaching faculty 7/1/04-6/30/05. • % of instructional hours taught by FT faculty • Evidence of efforts to diversify faculty & staff 	<ol style="list-style-type: none"> 1. The only adjuncts employed by The Graduate Center are a small number of distinguished professionals who provide expertise not currently available at CUNY. 2. Maintain commitment to diversify faculty and staff consistent with CUNY policies. 3. Make every effort to recruit at least one minority faculty member from limited number of faculty searches planned for this year. 4. Encourage CUNY colleges, which supply most of our faculty, to increase numbers of underrepresented groups.

Improve Student Success	4. Increase retention and graduation rates	<ul style="list-style-type: none"> Fall to fall retention rates. Six-year AA, AS, BA, BS graduation rates; four-year MA, MS & certificate grad rates 	<ol style="list-style-type: none"> Develop tracking data set to establish benchmark measures of student progress (see above). Conduct student tracking analyses to inform the selection of an appropriate measure of student attrition. Consult with program Executive Officers and University OIRA regarding an appropriate measure of attrition. Select and establish benchmarks for a measure of doctoral student attrition for Fall 2004 in conjunction with established 2002-03 trend data. Update measure of time-to-degree. Reach goal of 63.5 percent of on-time degrees for 2004-05 graduates. Study and restructure existing financial aid process in order to make our new 5-year recruitment awards more competitive. To improve retention, especially of underrepresented groups, enhance current 5-year packages. To strengthen both recruitment and retention, make every effort to increase the percent of incoming students who receive stipend funding in the first year of 5-year tuition fellowships. Target benchmark for 2005-06 is a 5 percent increase over 2004-05. Integrate external funding (such as AGEP, which is awaiting grant renewal) with existing 5-year packages to improve recruitment and retention rates of minority students. Work with colleges to maintain or increase number of adjunct teaching fellows. Continue to collect and distribute best-practices data collected in EO cluster meetings. Establish additional satisfactory-progress benchmark to identify students who have not passed the second exam by the tenth semester.
	5. Improve postgraduate outcomes	<ul style="list-style-type: none"> Pass rates on licensure/certification exams VTEA job placement rates GRE, LSAT, GMAT, MCAT average scores 	<ol style="list-style-type: none"> Update two measures of professional development of doctoral students: (1) the dollars awarded for student research and travel to professional conferences; (2) the number of events, courses, and activities provided for student professional development. Maintain 2003-04 baselines for the first measure, at \$84,000. Increase second measure above 2003-04 baselines (8 doctoral programs offered courses, 11 programs provided orientation sessions, 9 programs provided teacher-training workshops; Graduate Center students in all programs had access to 7 courses and 93 events and activities for professional development). Improve TTD figures. Continue five-year-out placement surveys of Ph.D. recipients. Continue to address professional development in cluster groups with a focus this year on developing effective placement strategies.. Continue to encourage interdisciplinary study in concentrations and certificate programs. Continue to expand professional-development opportunities for doctoral faculty and students by expanding instructional technology workshops. Continue to offer course “Working Outside of the Academy” to help prepare graduates for nonacademic employment. Initiate professional development workshops to prepare recipients of 5-year recruitment packages for undergraduate teaching.
	6. Improve college readiness	<ul style="list-style-type: none"> Senior colleges: Associate colleges 	N.A.

	<p>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 	<ol style="list-style-type: none"> 1. Complete the NAGPS survey of students. Prepare summary of results and compare to prior NAGPS survey (2002). Share survey results with programs. Post results to the Institutional Research website. 2. Review results of Spring 2004 NAGPS survey of students. Select key student satisfaction indicators when available from NRC; name benchmarks; set targets. 3. Strategic plan for Mina Rees Library to be presented to administration in Fall 2004. Some elements of plan already being implemented (such as electronic reserve service; ILL software). Maintain expanded library hours. 4. Put CUNYGrid into production. Implement Hierarchical Job Scheduling on CUNYGrid. 5. Implement Banner Web for Faculty to provide instructional faculty access to their students' academic information to improve mentoring 6. Open new multimedia and video editing facility for students. 7. Actively pursue additional student housing opportunities. 8. Complete and distribute handbook on "Avoiding Plagiarism" to faculty and students. 9. Continue to explore options to expand student health insurance coverage. 10. Continue operation of Labyrinth bookstore in Dining Commons each semester as a service to students and faculty; 10 percent of gross revenue from the store goes to support the Mina Rees Library. 11. Continue monthly EO cluster meetings to develop best practices in mentoring and student placement, in both academic and nonacademic positions. 12. Continue professional-development workshops with Alumni Council members. 13. Continue expanded professional-development workshops, including use of Blackboard, for faculty and doctoral students who teach. 14. Continue to supply sample evaluation forms for programs that do not conduct course evaluations. 15. Begin online web-based registration and fee payment in Spring 2005 16. Test online application to doctoral programs in Spring 2005.
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<p>Enhance Financial and Management Effectiveness</p>	<p>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 	<ol style="list-style-type: none"> 1. Maintain stable doctoral enrollment, as specified in the CUNY Master Plan. 2. Maintain or increase minority student enrollment in doctoral programs from current baseline of 27 percent. 3. Update new measures for tracking the GRE scores of entering doctoral students. Improve scores for each academic cluster above baselines: for Humanities the baseline score is 610 verbal, for the Sciences it is 720 quantitative, and for the Social Sciences the baseline scores are 560 verbal and 600 quantitative. 4. Update new measure of recruitment success: the "show rate." Improve rate above baseline of 43 percent. 5. Monitor this measure to gauge the impact of introducing the new 5-year financial aid recruitment packages.
	<p>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 	<ol style="list-style-type: none"> 1. Strive to increase annual fund-raising revenues 10 percent over 2003-04 figures. 2. Increase revenue level generated from rental of space and from Continuing Education fees 10 percent over 2003-04. 3. Increase grant awards 10 percent over 2002-04. 4. Increase ratio of overall grant/contract activity to indirect cost recovery over 2003-04. 5. Working with Dean and Assistant Dean of School for Professional Studies, continue to develop new revenue streams, with goal of expanding revenues for doctoral student fellowships. 6. Increase share of revenue from Labyrinth bookstore from 7 percent to 10 percent.

	<p>10. Improve productivity, service to students, and environmental health and safety.</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 on Fridays, nights and weekends • Evidence of compliance with environmental health and safety regulations 	<ol style="list-style-type: none"> 1. Graduate Center will meet or exceed new targets for productivity savings. 2. Resources saved by meeting our productivity target will be captured and transferred to support the academic program. 3. Maintain College Assistant workforce at the 2003-04 level. 4. Maintain annual hours of College Assistants at 850. 5. Continue effort to increase percentage of “on-time” degrees by 8 percent over five years. 6. Monitor and implement NRC recommendations for student satisfaction indicators. Review results of Spring 2004 NAGPS survey of students. Select key student satisfaction indicators when available from NRC; name benchmarks; set targets. 7. Examine results, set benchmarks, and monitor application of CUNY survey of student satisfaction with administrative services. 8. Examine results of CUNY survey of faculty satisfaction with administrative services. 9. Continue to expand training for staff and faculty, especially in information technology. 10. Implement new Executive Officer website, as part of GC Portal, to promote efficient use of resources. 11. Reduce instructional costs by enforcing course limits for each doctoral program. 12. Develop administrative systems to support School of Professional Studies. 13. Work with School of Professional Studies to schedule classes on Fridays and weekends. 14. Environmental health and safety officer will be assigned to assess compliance and correct findings.
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