

**Performance Goals and Targets
2007-2008 Academic Year
YORK COLLEGE/CUNY
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Goals	Objectives	Indicators	2007-2008 University Targets
Raise Academic Quality	1. Strengthen CUNY flagship and college priority college programs, and continuously update curricula and program mix	<p>1.1 Documented efforts to move flagship and priority programs and research programs to the next level</p> <p>1.2 Recognition/validation from external sources</p> <p>1.3 Self-reports by the colleges</p>	<p>York College will continue discussions with Central OAA regarding selective development of degree programs (undergraduate and graduate) in areas of strength and in areas which serve an identified market niche in Queens, for example: Allied Health; Pharmaceutical Science; Social Work; and Mental Health Counseling. York will act on the advice given during the 2006-2007 academic year by CUNY Office of Academic Affairs, to consider initiating a Master Plan amendment to be submitted to the NYS Department of Education. In the meantime, programs already under development will be advanced as follows:</p> <p>Revise and resubmit:</p> <ul style="list-style-type: none"> • MS in Business <p>Complete:</p> <ul style="list-style-type: none"> • BS in Journalism proposal • BS in Pharmaceutical Sciences proposal • BS in Generic Nursing proposal <ul style="list-style-type: none"> • MSCHE Steering Committee will complete institutional self study and site visit scheduled for spring 2008 • Medical Lab Technology Program will advance external accreditation process by the National Agency for Clinical Laboratory Sciences (NAACLS) <p>Academic Program Reviews by the following departments:</p> <ul style="list-style-type: none"> • Chemistry • Accounting and Business • Performing & Fine Arts • Social Sciences

		<p>1.4 Reports of courses with a significant technology component and self-reports by colleges</p> <p>1.5. Percentage of instructional (student) FTEs offered on line.</p>	<p>An all-college approach to using technology to enrich teaching and learning will include:</p> <ul style="list-style-type: none"> • The Technology Fee Committee's Year-2 RFPs (\$30,000) to support "Infusing Technology in Teaching and Learning" • The York College Center for Excellence in Teaching and Learning will host faculty seminars to improve the use of technology in classroom teaching using Title III Funding • The Faculty Development Committee will continue to provide technology-enhanced seminars for faculty teaching ESL and ELL students • Faculty from the Library and Educational Technology office will continue to provide Information Literacy, Web, Blackboard, and Cardinal Check/Degree Works training • Online course offerings will increase by 1% over the baseline of Fall 2006 (0.5% hybrid and 0.5% web-based)

<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<p>2.1 College self-reports on efforts to build faculty quality through hiring and tenure processes and investments in faculty development</p> <p>2.2 Faculty scholarship and creative work report</p> <p>2.3 % of instructional hours and mean hours taught by FTE new and non-new faculty; # FT faculty</p> <p>2.4 Faculty & staff diversity reports</p>	<p>With the selection of a new Provost from a national search, York College is positioned to intensify attention on the development of a new generation of chairpersons who will benefit from professional development activities on campus on and off campus, leading to strategic action to leverage their role in faculty development, teaching, scholarship and service to maximize student outcomes.</p> <p>York will continue efforts to recruit quality faculty with strong teaching and scholarship to replace retiring faculty and to nurture strategic growth in the following areas:</p> <ul style="list-style-type: none"> • Business, Biology, Mathematics and Computer Science, History and Philosophy, Physician Assistant, Nursing, and Humanities <p>College will continue to support research and teaching:</p> <ul style="list-style-type: none"> • College will use GRTI funding to support the newly established departments of Chemistry, Biology, and Earth and Physical Science • Grant Writing Workshops will encourage and improve success rate of faculty grant-writing activities • Center for Excellence in Teaching and Learning will provide activities including new faculty orientation and adjunct workshops • Department chairs in collaboration with Academic Affairs will reinforce, nurture, and enhance faculty scholarship to increase faculty publications, presentations, and creative activities by 2% • Instruction by full-time faculty will increase by 3.5% <ul style="list-style-type: none"> • College will work to diversify faculty hires especially in under-represented groups • Offices of Academic Affairs and Compliance will conduct recruitment workshops for chairpersons and department P & B committees • The newly hired University Dean for Recruitment and Diversity will be consulted
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<p>Improve Student Success</p>	<p>3. Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study</p>	<p>3.1 Campaign for Success indicators:</p> <p>a) % of students passing gateway courses with C or better;</p> <p>b) % of freshmen and transfers taking course the summer after entry;</p> <p>c) % of grades issued for withdrawal;</p> <p>d) Ratio of undergrad FTEs to headcount. Baccalaureate colleges only;</p> <p>e) Average # credits earned in first 12 months;</p> <p>f) % of lower division seats taught by full-time faculty;</p> <p>g) % of students with major declared by the 70th credit.</p>	<p>Based on a broad communication and understanding of York College's Campaign for Success themes, an all-college approach will pursue targeted outcomes.</p> <ul style="list-style-type: none"> • Percentage of students passing core courses (Tier -1 courses, per York College's Outcomes Assessment plan) with grades of C or better will increase from 72.0% to 75% • Based on the goals set for Fall 2007, student performance (grade distribution) in Fall 2006 and Fall 2007 under the fall 2006 grading system of +/- will be compared to student performance in Fall 2005 to measure the real impact • Enhanced academic support services (CUE proposal) will support student success in gateway courses • Coordinated efforts lead by Academic Affairs and Student Services and supported by CUE, Title III grant, and COMPACT will increase the percentage of freshmen and transfers taking one or more courses in the summer after entry by 3.7% to 20.0% over the Fall 2006 cohort • Percentage of withdrawals issued for all First-time Full-time Freshmen will decrease from 3.3% in Fall 2006 to 2% in Fall 2007 • Ratio of undergrad FTEs to headcount will remain constant for 75% in Fall 2007 • Average number of credits earned in 2007 will increase by 2.5 over Fall 2005 (from 19.8 in Fall 2005 to 22.3 in Fall 2007) • Lower division seats taught by FT faculty will increase by 3.5 percentage points (From 38.5% in 2006-07 to 42% in 2007-08) • Percentage of students declaring a major by the 70th credit will remain stable at 95%
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		<p>3.2a % of SEEK students who pass skills tests in 1st yr;</p> <p>3.2b % of ESL students who pass in 2 years.</p> <p>3.3 Show & pass rates on CUNY Proficiency Exam</p>	<p>Building on the successful outcomes of 2006-2007, the SEEK Program will continue best practice interventions and experiment with new strategies.</p> <ul style="list-style-type: none"> • Percentage of Non-ESL SEEK Students who pass Skills test in year one will increase to 88% (from 86.3% in Fall 2005 to 88% in Fall 2007) • Percentage of ESL students (SEEK and Regular) who pass basic skills will increase by 5.4% (from 59.6% in Fall 2004 to 65% in Fall 2007) • Increase the Show and Pass rates by 8.9% and 1.8% respectively. (Show rate from 66.1% in Fall 2006 to 75% in Fall 2007) and (Pass rate from 87.2% in Fall 2006 to 89% in Fall 2007) • In fall '06 York College piloted on-line CPE services to include CPE Help and FAQ service, CPE registration and appeals: • In fall '07 CPE Campaign will continue with enhancements faculty workshops scheduled to begin during the first month of classes • Additionally, there will be a CPE awareness week for students during the last week in September '07 and the last week in February '08 • Finally, a review of CPE performance data by discipline will be conducted and the results will provide clues for developing appropriate interventions
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	<p>4. Increase retention and graduation rates</p>	<p>3.4 # of College Now course/workshop participants; course completion and pass rates; implementation of 2004-08 College Now Strategic Plan</p> <p>4.1a One-year retention rate</p> <p>4.1b Two-year retention rate</p> <p>4.2a Four-year BA/BS graduation rate</p> <p>4.2b Six-year BA/BS graduation rate</p>	<ul style="list-style-type: none"> • Number of College Now course/workshop participants will increase by 837 (from an estimated 2,363 in 2006-07 to 3,200 in 2007-08) • Successful completion rate will increase to 80% • York College Now program will make efforts to accomplish the goals set by the College Now Strategic Plan, 2003-08 <p>York College will intensify its retention efforts utilizing established affinity/cohort groups (Women’s Center, Men’s Center, Freshmen and Transfer Activities, Leadership Programs, Honors Program, Merit Scholars Program, Aviation Program, Evening and Weekend Programs, Internship Program, etc.) to improve student commitment to academic goals and to improve retention and graduation rates within the small college environment.</p> <ul style="list-style-type: none"> • One year retention rate will increase by 2.6% (from 67.4% in Fall 2005 to 70% in Fall 2007), supported by the Title III grant and CUE goals and funding • Two-year retention rate will increase by 4% (from 44.4% in Fall 2004 to 48.4% in Fall 2007) • Four year graduation rate will increase by 2% (From 6% based on Cohort of Fall 2002 to 8% for the Cohort Fall 2003) • Six year graduation rate will increase by 2% (From 23.8% based on Cohort of Fall 2000 to 25.8% for the Cohort Fall 2001)
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<p>5. Improve post-graduate outcomes</p>	<p>5.1 Pass rates on licensure/certification exams</p> <p>5.2 Performance on standardized exams required for entry to graduate/professional programs</p> <p>5.3 Survey of associate and baccalaureate graduates one year after leaving college</p>	<ul style="list-style-type: none"> • Increase the number of test takers and maintain a pass rate of 90% or better for teacher certification (LAST, ATS-W, CST) • Improve the percentage of first-time test-takers without an advanced degree passing at least one segment of Uniform CPA exam over the Fall 2005 (35.5%) • The results of the performance on the standardized exams such as MCAT, PCAT, GMAT, GRE, etc, are not shared by the College unless the students place College name on the application. The office of OIRA at CUNY is in the process of developing a way to share this data with Colleges • CUNY is in the process of developing an alumni/graduate survey • York College Outcomes Assessment Plan has also established a timeframe to design and then administer an Alumni Survey in Spring 2008. Results of the alumni survey will become important indicators that will help in the re-design of programs, curricula and services for students and graduates. They will also provide insights for workforce training needs that can be used to develop continuing education programs.
<p>6. Improve quality of student academic support services</p>	<p>6.1 Student experience survey results on satisfaction with academic, technological and support services, including academic advising</p>	<ul style="list-style-type: none"> • Student satisfaction with academic, technology and academic support services including advising will increase by 2 percentage points on a scale of 1-4 for 2007-08. (Academic support services from 2.86 to 3.06; Student services from 2.69 to 2.89; Computer technology from 2.83 to 3.03)

<p>Enhance Financial And Management Effectiveness</p>	<p>7. Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs</p>	<p>7.1a Enrollment in degree education programs;</p> <p>7.1b Enrollment in Seek Programs</p> <p>7.1c Enrollment in adult and continuing education programs;</p> <p>7.2a % of TIPPS course equivalencies completed</p> <p>7.2b Facilitate the transfer of students from 2 to 4 year programs</p>	<ul style="list-style-type: none"> • Headcount Enrollment in continuing degree education programs will increase by 66 students or 1.6% in Fall 2007 (From 4,076 in Fall 2006 to 4,142 in Fall 2007) • New Readmits from 399 in Fall 2006 to 411 in Fall 2007, an increase of 3% • New Transfers from 586 in Fall 2006 to 617 in Fall 2007, an increase of 5.3% • New First-Time Freshmen from 693 in Fall 2006 to 741 in Fall 2007, an increase of 6.9% • Increase the number of SEEK Freshmen by 15 in Fall 2007 (From 210 in Fall 2006 to 225 in Fall 2007) • Enrollment target for adult and continuing education will increase to 7,916 for 2007-08 (an increase by 155 over 2006-07) • TIPPS equivalency evaluations will increase to 95% (From 82.5% in Fall 2006 to 95% in Fall 2007) • In addition to TIPPS, York College will actively continue to establish partnerships with sister community colleges through NSF funded Programs • York College has established transfer scholarships for eligible associate degree graduates to support and facilitate completion of baccalaureate degree programs
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	<p>8. Increase revenue and decrease expenses</p>	<p>8.1 Alumni/corporate fundraising (CAE-VSE report)</p> <p>8.2 Productivity targets</p> <p>8.3 Percent of budget spent on administrative services</p> <p>8.4 Balanced budget and evidence of a solid financial plan</p> <p>8.5 Contract/grant awards (RF Report + CUNY projects)</p> <p>8.6 Indirect cost recovery as ratio of overall grant/contract activity</p> <p>8.7 Adult and Continuing Education revenues</p>	<ul style="list-style-type: none"> • Alumni-corporate fundraising will increase to \$350,000.00 (an increase of 40% over AY 2006-07) • A Raisers Edge administrator has been hired effective July 1st, 2007 • York College will meet productivity targets are set by CUNY • Administrative Costs (Institutional Support Services) will decrease by 3 percentage points over Fall 2006 (from 29.9 % to 26.9%) • General Administration Costs will decrease by 1 percentage point over Fall 2006 (from 9 % to 8%) • York has worked with the CUNY central administration over the past two years on developing and implementing a multi-year business-oriented financial resource plan for the College. York has fully expended its 2006-07 Compact funds in the appropriate categories and already has plans for the utilization of 2007-08 Compact funding • Contract/grant awards will increase by 5% set CUNY-wide. • Grant Officer will continue aggressive marketing strategies with departments and new faculty hires to increase external funding • The College will meet and attempt to exceed the expected goal for indirect cost recovery ratios set by the Chancellor • Adult and Continuing Education revenues will increase to \$909,082.00 by 2007-08 (an increase of 2% over 2006-07). Following the suggestions made during an external assessment, ACE hired a marketing director that is assisting in the introduction of innovate programming for the coming year
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	<p>9. Improve administrative services.</p>	<p>9.1 Evidence of foundation restructuring.</p> <p>9.2 Surveys of student satisfaction with nonacademic administrative services</p> <p>9.3 Percentage of instruction delivered on Fridays, nights, weekends</p> <p>9.4 Evidence of a chemical inventory and hazardous waste management system and that faculty/staff working in labs have participated in hazardous waste training.</p> <p>9.5 Report card measuring campus performance on ERP implementation (specific measures to come)</p>	<ul style="list-style-type: none"> • York College Foundation has undergone major restructuring in the past two years. This has led to major increase in fundraising and ambitious targets for 2007-08 • The Foundation has been responsible for raising funds to support merit scholarships, FDA Honors Scholarships and Aviation Management Scholarships in 2006-07 and 2007-08 • Student satisfaction with nonacademic administrative services on the CUNY OIRA Survey will increase from 2.86 to 2.90 • York College's Outcomes Assessment Committee is in the process of developing assessment methods to measure student satisfaction of non-academic/administrative services, and we will use all survey results to continuously improve and refine services and facilities. • Maintain at least 52.1% of instruction in evenings and weekend programming • Detailed training is scheduled and plan is submitted to CUNY on chemical inventory and waste management system. All eligible faculty (20) and staff (7) will be trained. • All full-time lab personnel will be trained and complete a Fire Certification program • All part-time lab personnel will be trained and complete a Fire Certification program • York implementation team is in place for ERP implementation. Weekly meetings scheduled with York campus executives and campus liaisons • Intranet web-based communication system is in development to share university and college ERP information with entire York community
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