

**York College, The City University of New York**  
**York College Goals and Targets 2011-2012**  
**President: Dr. Marcia V. Keizs**  
**6/29/2011**

2011-2012 University Targets	2011-2012 York College Goals and Targets
<b>Goal 1: Raise Academic Quality</b>	
<b>Objective 1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</b>	
1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies.	Strengthen flagship and College priority programs through satisfactory completion of external accreditation of Teacher Education Scheduled for 2012. Generic Nursing will start the process. The Accounting Program will review its CPA results with a view to taking steps to improve outcomes. The OT Program will achieve the national standard of students taking and passing the OT licensing exam within the required time frame. The Department of Health Professions will revise and resubmit the proposal for Health Sciences major to Central.
1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community.	York will be responsive to the academic needs of the community through partnerships with K-12 in its established College Now year-round and summer programs, its continued partnership with the Queens HS for the Sciences at York College, its participation with the York Early College Academy, and its long-standing sponsorship of the SEMAA program. Additionally with PBI funding, York offers a summer research program that attracts HS juniors and seniors from local participating high schools into a six week STEM centered summer research experience. Adult and Continuing Education (ACE) will promote life-long learning.
1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.	Academic Program Reviews: Foreign Languages, ESL, & Humanities site visits will be scheduled; Earth & Physical Science, and Math and Computer Sciences will complete their report.
1.4 Use of technology to enrich courses and teaching will improve.	Eight new Smart classrooms will be created; the new state-of-the-art Nursing Simulation Lab will be opened fall 2011; online course offerings will grow by 3%; faculty training for Smart classrooms and BlackBoard will be advertised more aggressively.
<b>Objective 2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</b>	
2.1 Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers.	Five new permanent full-time faculty in specific high need niche areas will be appointed. York will enhance our year- long professional development program for new faculty and for faculty who are now in their third year. Active mentoring of faculty through the tenure process will continue and investments in veteran faculty in areas of service and scholarship will be fostered. Academic departments have developed adjunct faculty handbooks and hold orientation workshop for new and

	existing part-time faculty. The Provost Lecture Series and the Distinguished Scholars Lecture series will continue. OAA will strive to engage more faculty in the work of the Center for Excellence in Teaching and Learning (CETL) on pedagogy, educational technology enhancement, assessment and allied subjects; <i>DisCover</i> , the CETL journal will become externally peer-reviewed. Adjunct faculty will be encouraged to participate and present in all venues.
2.2 Increase faculty research/scholarship.	We will increase last year's scholarship activity and reported research activities by 5%.
2.3 Instruction by full-time faculty will increase incrementally.	York will continue its leadership role in instruction by full-time faculty. <ul style="list-style-type: none"> <li>• % of instructional FTEs will be increased to 56.5%.</li> <li>• Mean teaching hours by veteran full-time faculty will increase to 7.9 hrs. (fall 2011).</li> <li>• Mean teaching hours by full-time faculty eligible for contractual release will increase to 7.9 hrs.</li> <li>• Number of full-time faculty will increase to 209 for fall 2011.</li> </ul>
2.4 Colleges will recruit and retain a diverse faculty and staff.	We will augment our diversity efforts by working closely with the Office CPLA to develop an enhanced strategy.
<b>Goal 2: Improve Student Success</b>	
<b>Objective 3. Ensure that all students receive a quality general education and effective instruction</b>	
3.1 Colleges will provide students with a cohesive and coherent general education.	The York College Gen Ed draft proposal will make progress from the Curriculum Committee to the Senate for vote. An implementation work group will consider implications of implementation in the context of the new General Education Reform proposal currently under consideration by the Board of Trustees. Improvement in Math and English outcomes, supported by CUE, will be advanced with emphasis on quantitative reasoning and writing across the curriculum (see 3.3 below). Under the rubric of the Freshman Year Experience all entering freshmen will share a common experience by reading "The Namesake" by Jhumpa Lahiri as a common reading in faculty selected gateway courses.
3.2 Colleges will improve basic skills and ESL outcomes.	<b>a) Non-SEEK Basic Skills</b> Because of our higher admission standard, York is seeing no students in need of triple treatments in remediation in the summer. Hence, workshops led by L. Raphael will focus more on Writing and Mathematics (the Math standard is 45/45). <ul style="list-style-type: none"> <li>• Writing outcomes will increase to 91% (York data) in summer 2011.</li> <li>• Math outcomes will increase to 81% (York data in summer 2011).</li> </ul> <b>b) Non- ESL SEEK</b> The following outcome is expected: <ul style="list-style-type: none"> <li>• Non-ESL SEEK pass rate will increase from 91.6% (entering cohort of 2009) to 94% (entering cohort of 2010).</li> </ul> <b>c) ESL</b> <ul style="list-style-type: none"> <li>• ESL students passing all skills tests will improve to 93% (entering cohort of 2009).</li> </ul>
3.3 Colleges will improve student academic performance, particularly in the first 60 credits	York College will improve performance in gateway Mathematics and English courses. <ul style="list-style-type: none"> <li>• Percentage of students passing freshman composition and gateway math courses with a C or better will increase from 80.1% in fall 2010 to 82% in fall 2011.</li> </ul>

of study.	<ul style="list-style-type: none"> <li>Percentage of students passing freshman composition with C or better will increase from 84.7% in fall 2010 to 86% in fall 2011.</li> <li>Percentage of students passing gateway mathematics courses with a C or better will increase from 63.9% in fall 2010 to 70% in fall 2011.</li> </ul>
3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.	<ul style="list-style-type: none"> <li>The one-year retention rate gap between minorities and non-minorities will improve to -3.5% for entering cohort of fall 2010</li> <li>The one-year retention rate between male and female students will change from 4.3% to 1.7% for entering cohort of fall 2010.</li> </ul>
3.5 Colleges will show progress on implementing faculty-driven assessment of student learning.	The Outcomes Assessment Committee (and its three subcommittees on Student Learning, Administration, and Faculty Development) will continue to offer presentations and faculty development workshops. A snapshot analysis of writing competencies at freshman and junior levels has yielded some initial results, based on which further analyses on the differences in the demographic background and performance between transfers and non-transfer students will be conducted. The Outcomes Assessment Committee will continue to determine additional competencies to be assessed in 2011-12.
<b>Objective 4. Increase retention and graduation rates and ensure students make timely progress toward degree completion</b>	
4.1 Colleges will facilitate students' timely progress toward degree completion.	<ul style="list-style-type: none"> <li>Percentage of freshmen and transfers taking one or more courses in the summer after entry for fall 2010 will increase from 22.7% (of entering class of fall 2009) to 24.0% (entering class of fall 2010).</li> <li>Ratio of undergraduate FTE to headcount will increase from 77.1% in fall 2010 to 77.5% in fall 2011.</li> <li>Percentage of students declaring a major by the 70<sup>th</sup> credit will increase from 70.0% in fall 2010 to 72.0% in fall 2011</li> <li>Average number of credits earned in first twelve months by full-time first-time freshmen will increase from 23.5 in fall 2009 to 24 in fall 2010.</li> </ul>
4.2 Retention rates will increase progressively.	<ul style="list-style-type: none"> <li>One year retention rate of freshmen to increase from 74.9% (entering class of fall 2009) to 76% (entering class of fall 2010).</li> <li>The percentage of students participating in transfer workshops in summer 2011 will increase from 44.7% to 51%.</li> <li>One year retention rates of transfers will increase from 65.7% (entering class of fall 2009) to 68% (for entering class of fall 2010).</li> <li>Two year retention rate of freshmen will increase from 52.2% (for entering class of fall 2008) to 55.0% (for entering class of fall 2009).</li> <li>Two year retention rate of transfers will increase from 52.5% (for entering class of fall 2008) to 55.0% (for entering class of fall 2009).</li> </ul>
4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.	<ul style="list-style-type: none"> <li>Four year graduation rate of first-time, full-time freshmen will increase from 4.0% (fall 2006 cohort) to 5.0% (fall 2007 cohort).</li> <li>Four year graduation rate of transfers will increase from 38.7% (fall 2006 cohort) to 40.0% (fall 2007 cohort)</li> </ul>

	<ul style="list-style-type: none"> <li>• Six year graduation rate of first-time, full-time freshmen will increase from 19.5% (fall 2004 cohort) to 25.0% (fall 2005 cohort)</li> <li>• Six year graduation rate of transfers will increase from 47.5% (fall 2004 cohort) to 50.0 (fall 2005 cohort)</li> </ul>
<b>Objective 5. Improve postgraduate outcomes</b>	
5.1 Professional preparation programs will improve or maintain the quality of successful graduates.	<ul style="list-style-type: none"> <li>• The pass rate of students taking the LAST will increase to 96.5%, and the pass rate of students taking the ATS-W will be 100%</li> <li>• The pass rate of students taking the CST will be increased to 95.5%</li> <li>• The percentage of students passing the uniform CPA will increase from 29% (in 2009-10) to 33% in 2010-11.</li> <li>• The PA first-time pass rate will increase from 83% in 2010-11 to 85% in 2011-12 (York data)</li> <li>• York College will continue collecting data to inform establishing a reasonable target for students sitting the MCAT. Baseline data collected in 2010 shows York student performance at 16.7% (National Average is 25.0%)</li> <li>• Pass rate for OT students' class of 2011 will increase from 87.5% in 2010 to 89%.</li> </ul>
5.2 Job and education rates for graduates will rise.	As part of the York College Assessment Plan 2009-12, the alumni survey will be administered in summer/fall 2011.
<b>Objective 6. Improve quality of student and academic support services</b>	
6.1 Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology, to augment student learning.	<p>York College continues its investments and efforts to improve the quality of Student Support Services, Academic Support Services, including the expansion of technology, and library services to augment student learning. For instance, we will continue our Early Alert Y-Connect effort, enhancing Library technology and software and creating eight Smart-classrooms and training faculty to use them. York will also analyze the data from two surveys conducted in spring 2011, one on technology needs of faculty and one on technology needs of students and feed the data back into our programming. York College is currently working towards an effective transition to a new Chief Librarian. In spring 2012 York will participate in the CUNY administration of the SES. These efforts will result in the following outcomes:</p> <ul style="list-style-type: none"> <li>• Satisfaction with academic support services will increase from 2.82 (2010) to 2.88 (2012);</li> <li>• Satisfaction with student services will increase from 2.60 (2010) to 2.70 (2012);</li> <li>• Satisfaction with computer technology will increase from 2.74 (2010) to 2.80 (2012).</li> </ul>
<b>Goal 3: Enhance Financial And Management Effectiveness</b>	
<b>Objective 7. Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses</b>	
7.1 Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.	<ul style="list-style-type: none"> <li>• Overall headcount will increase from 7,821 to 7,855</li> <li>• Freshmen headcount will increase from 1,103 to 1,158</li> <li>• Transfer headcount will increase from 633 to 670</li> <li>• The College will increase its fall 2011 CAA mean from 81.9 to 82.</li> </ul>

	<ul style="list-style-type: none"> <li>• The mean SAT score for first time freshmen will increase from 908 to 910.</li> <li>• ACE will increase its 2011 enrollment by 1%.</li> </ul>
7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.	<p>York College will continue cooperation with CUNY partners in a number of venues:</p> <ul style="list-style-type: none"> <li>• Building on 2010-11 success with five York students admitted into the CUNY Pipeline Ph.D., York will seek to expand opportunities for 2012 graduates.</li> <li>• York College science faculties are members of the consortium of the Ph.D. program consortium in Biology, Biochemistry, and Chemistry with active participation and support of six graduate students.</li> <li>• The joint Pharmaceutical Science program with QCC will be implemented upon approval from CUNY Board of Trustees.</li> <li>• The College will complete reviews of articulation agreements with QCC in Allied Health, Social Work, and Teacher Education.</li> <li>• York will pursue dual/joint arrangements in STEM, Allied Health, and Social Work disciplines with additional key Community College partners.</li> </ul>
7.3 Colleges will meet 95% of enrollments targets for College Now, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.	<ul style="list-style-type: none"> <li>• Number of College Now Participants will be 95% of the funded target number as set by Central Office (as yet unassigned).</li> <li>• Successful completion rate (A, B, or C grade in College Now credit courses) will increase to 86.9% in 2010-11 well above the University set target of 80%.</li> <li>• Reenrollment will continue to be the highest in CUNY and will increase to 40%</li> </ul>
<b>Objective 8. Increase revenues and decrease expenses</b>	
8.1 Alumni-corporate fundraising will increase 10%.	Our total raised for FY 2011, not including multi-year commitments, is \$630,981. A 10% increase would be a goal of \$694,079 for FY 2012.
8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education.	<ul style="list-style-type: none"> <li>• York College in consultation with the Chancellery will set a realistic revenue target for the College and will implement tuition collection best practices to achieve that target.</li> <li>• York College's Continuing Education program will diversify offerings and will increase by 1%.</li> </ul>
8.3 Colleges improve or maintain sound financial management and controls.	<p>As the transition in our financial leadership proceeds, the College will continue to work closely with the budget office at the central administration to assure that our financial goals are achieved. For example, a sound financial plan with strict expenditure controls will be implemented. One objective of the plan will be to end the fiscal year with a minimum reserve of 1%. To that end the spending controls that were implemented in winter 2010 /spring 2011 will be continued.</p> <ul style="list-style-type: none"> <li>• Temp Services budgets of all divisions and departments were reduced by an additional 10% and OTPS by 5% for FY 2012.</li> <li>• Budget plans for all departments must be approved by the Budget Office before expenditures can take place.</li> <li>• ERI and other vacant positions will be replaced in exceptional circumstances (safety, compliance, accreditation and revenue generation) and with President Keizs' personal approval.</li> </ul>

	<ul style="list-style-type: none"> <li>Revenue collection will increase to 95%.</li> </ul>
8.4 Colleges will implement financial plans with balanced budgets.	<p>York College's financial plan will achieve a balanced budget while aligning with academic priorities. For example, this year the target for faculty hiring will be focused on certain high need niche (Nursing, Teacher Ed.) areas that are preparing for external re-accreditation review. Hiring into administrative and student support areas will also align with academic or compliance priorities.</p> <ul style="list-style-type: none"> <li>The College projects an enrollment and revenue growth of 1%.</li> <li>The tuition collection rate shall be increased from 93% to 95% in 2011-12.</li> </ul>
8.5 Contract/grant awards will increase.	The Office of Research and Sponsored Programs project a 2% increase from \$6,730,171 to \$6,864,774 in 2011-12.
8.6 Indirect cost recovery ratios will improve.	The College will meet the expected goal for cost recovery set by the Chancellor.
<b>Objective 9. Improve administrative services.</b>	
9.1 Colleges will make progress within a declared capital campaign.	The "Case for Support" will be finalized. A Director of Communications and Marketing will be hired in fall 2011. New multi-year commitments will be secured. York College will disseminate the "case for support" for York College to a broad audience. York College will begin a feasibility study for a campus-wide capital campaign. Meanwhile, mini-campaigns for named endowments will generate six-figure multi-year commitments.
9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.	Student satisfaction with administrative services will increase from 2.77 (2010) to 2.83 (2012). Using the Council for the Advancement of Standards in Higher Education's self-study process in the Financial Aid Office and Office of Admissions we expect to complete the process and learn more about York College students' satisfaction with these areas and adjust services accordingly. These two offices are also participating in the roll-out of Y-Connect, with kiosks being installed for walk-in usage.
9.3 Colleges will improve space utilization.	Percentage of FTEs offered on Fridays, evenings or weekends will increase to 50.7% in Fall 2011.
9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.	<p>The College will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws. This will be evidenced by the continued collaboration among the Offices of Compliance/Legal Affairs (CPLA), Environmental Health and Safety, Human Resources and Public Safety conducting staff development to enhance the College's awareness of the rules/laws and to improve staff supervision.</p> <p>The College has a Risk Management Plan in place. The RM team will meet quarterly to monitor and develop risk mitigation controls.</p> <ul style="list-style-type: none"> <li>HR will continue to conduct new employee orientation and managers' training. CPLA will continue to conduct regular compliance training (Ethics, Sexual Harassment and Respectful Workplace training). Sexual Harassment and 504/ADA committees will meet each semester.</li> <li>The College has an Affirmative Action Plan in place that monitors many of the major employment transactions. CPLA monitors each search and provides continuous</li> </ul>

	<p>training/coaching to search committee chairs. In addition, and in response to request from faculty, CPLA and HR will conduct educational sessions on “How to handle the search process” in fall 2011 for rank and file faculty.</p> <ul style="list-style-type: none"> <li>• The College has implemented its Work Place Violence Program. The College has a WVAT (team) that will monitor issues of violence in the workplace and conduct annual training. The WVAT co-chairs will meet monthly or as needed, and the team will meet each semester or as needed.</li> </ul>
<p>9.5 All colleges will make progress on CUNYfirst implementation.</p>	<ul style="list-style-type: none"> <li>• Office of Human Resources has moved forward with the daily utilization of CUNYfirst HCM functionality, including Mass Reappointment and Manager Self Service.</li> <li>• Human Resources staff is working with the CUNYfirst Central Team in data clean-up efforts and preparation for the CUNYfirst Payroll Interface.</li> <li>• Training efforts are ongoing for Manager Self Service and scheduled to begin for Employee Self Service</li> <li>• We are currently conducting the data clean-up of the college’s legacy system (SIMS).</li> <li>• The Registrar’s Office has begun reviewing its current business processes to determine the effect it will have on CUNYfirst.</li> <li>• All offices who will be owners of the data in Campus Solutions (Registrar, Admissions, Bursar, Financial Aid and IT) have participated in off-campus meetings and classroom resource planning sessions when scheduled by the CUNYfirst Central Team.</li> </ul>
<p>9.6 Each campus should have a functioning sustainability council with broad representation from the campus community, and have a recognized, multi-year sustainability plan.</p>	<p>Working from York College’s ten-year sustainability plan, we will:</p> <ul style="list-style-type: none"> <li>• Install photo cells in corridor with windows</li> <li>• Install motion sensors in classrooms and offices;</li> <li>• Eliminate Styrofoam products from food services;</li> <li>• Map and identify the variety of trees on campus;</li> <li>• Post “No Idling” signs in the parking lots;</li> <li>• Reduce solid waste by doubling source reduction, reuse, and recycling.</li> <li>• Create a sustainability web page.</li> </ul>