

BARUCH COLLEGE PERFORMANCE GOALS AND TARGETS 2008 – 2009

RAISE ACADEMIC QUALITY

Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

1.1 CUNY Target: Resources will be shifted to University flagship and college priority programs to support the University's commitment to become a research-intensive institution.

- Make targeted investments in faculty hiring in key areas including Mathematics (2), Natural Sciences (4), Accountancy (4), Management (2), Marketing (2), and Public Affairs (2).
- Expand graduate degree program offerings, including creating proposal and letter of intent for a new MA in Mental Health Counseling and an MS in Entrepreneurship.
- Expand undergraduate program offerings, including establishing new BBA in International Business and BA in Biology.
- Towards the long-term goal of increasing the frequency of research seminars that address cutting-edge issues in the disciplines, the College will, for the first time, document the number of such seminars offered by Schools and Departments. This documentation can serve as a baseline for measures of improvement in coming years.

1.2 CUNY Target: CUNY and its colleges will draw greater recognition for academic quality

- Begin process, establish structure, convene working groups, and complete working group reports in preparation for 2009-2010 Middle States reaccreditation review.
- Begin process, establish structure, convene working groups, and complete working group reports in preparation for 2009-2010 AACSB business school reaccreditation review.
- Encourage undergraduate and graduate student participation in national academic competitions, moving from three to five such competitions in business, and continuing in student publication competitions.
- College will expand the participation of faculty in the Social Science Research Network for dissemination of research, maintaining high level of faculty participation (currently 104 faculty members) and increasing the number of papers posted annually from 76 this year to 80 next year.

1.3 CUNY Target: Program reviews, with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations by colleges.

- External reviews will be conducted for the following departments and programs during AY 2008-2009: History, Mathematics, Modern Languages and Comparative Literature, Law, Statistics/CIS, and Real Estate.
- External Reviews will be conducted for the following Centers and Institutes during AY 2008-2009: Weissman Center for International Business; Wasserman Trading Floor/Subotnick Financial Services Center.
- Based on last year's review of General Education requirements, implement recommendations made by the Quantitative Reasoning Task Force and Writing Task Force, including curricular changes to be documented by the Provost's Office and included, where appropriate, in the Chancellor's Report.

1.4 CUNY Target: Colleges will use technology to enrich courses and teaching

- The College will increase the number of hybrid courses offered from 14 to 20.
- The College will increase the number of online courses offered from 3 to 6.
- Five classrooms will be equipped with video capture stations to enable faculty to record student presentations and upload them to Blackboard and iTunes University.
- The Baruch Computing and Technology Center (BCTC) will promote the use of RSS feeds in Blackboard as a way to deliver course-related content to our students. At least twelve courses will use RSS feeds.
- The college will introduce a service to assist faculty with the use of weblogs in their courses. At least twelve courses will incorporate student blogging.
- The Provost's Office will launch a new teaching blog open to all Baruch faculty.

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

2.1 CUNY Target: Colleges will continuously upgrade the quality of their full- and part-time faculty, as scholars and as teachers

- Reviews of all endowed-chair professors following college evaluation protocol will be conducted on a five-year cycle.
- The College will continue to sponsor faculty development workshops and programs on research and teaching, at a rate of at least one per week. Participants will be asked to provide feedback after each program.
- Continue to sponsor Master Teacher series, bringing speakers with national reputations to Baruch, and begin an intra-department series drawing on the expertise that members of our faculty have developed in recent years as a result of the Master Teacher series and through CUNY-supported faculty seminars.
- Provost's Office will gather and distribute College-wide information about departmentally-sponsored events related to research (brown bag lunches, guest speakers).
- Building on a pilot in the undergraduate program, the Zicklin School will conduct a second faculty development program for nine critical undergraduate courses and create a new program for five key graduate courses that increases innovation and integration in the curriculum.

- The College will provide support to adjuncts and doctoral students who are assigned to recitation sections to improve their teaching effectiveness. Adjuncts are invited to participate in all Master Teacher workshops and are compensated at the 60% rate. At least six programs targeted at doctoral students will be held, with facilitators including Associate Deans, the Director of the College's Student Academic Consulting Center, Schwartz Communications Institute Staff, and the Director of Instructional Technology.

2.2 CUNY Target: Faculty research/scholarship will increase from 2007-2008 levels

- Tally of scholarly works to increase 5%, on top of remarkable 39% increase in prior year.
- Recently implemented database to be fully up to date with CV information for all faculty.

2.3 CUNY Target: Instruction by full-time faculty will increase incrementally

- Percentage of instruction in undergraduate courses delivered by full-time faculty will increase from 56.9% to 58.0%.
- Percentage of instruction in graduate courses delivered by full-time faculty will remain high at 66.4%
- Mean teaching hours of veteran full-time faculty will increase from 7.6 to 7.7
- Mean teaching hours of new full-time faculty will increase from 6.7 to 6.8

2.4 CUNY Target: The percentage of under-represented faculty and staff will meet or exceed the percentage available

- Annual reviews of academic deans will include evaluation of adherence to the College's Faculty Diversity Protocol.
- Develop specific department strategies for recruitment and retention of members of underrepresented groups; each of the three Schools will document a strategy for recruiting tenured and tenure-track faculty in the coming year.
- Zicklin School will actively participate in Ph.D. Project initiatives to recruit under-represented faculty during AY 2008-2009.
- Continue to increase diversity among ECP (currently 13.6% underrepresented minorities), and HEO and HEA level employees (currently 32.1% underrepresented minorities).

IMPROVE STUDENT SUCCESS

Objective 3: Ensure that all students receive a solid general education and effective instruction, particularly in the first 60 credits of study

3.1 CUNY Target: Colleges will implement approved Coordinated Undergraduate Education plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in academic support and student learning

- Percentage of students passing freshman composition and gateway mathematics courses with a C or better will increase from 79.5% to 80%

- Percentage of students passing gateway mathematics courses with a C or better will increase from 59.8% to 61%.
- Percentage of freshmen and transfers taking one or more courses the summer after entry will increase from 42.0% to 42.4%
- Ratio of undergrad FTEs to headcount will remain high at 0.825
- Average number of credits earned by full-time first-time freshmen in baccalaureate programs in the first 12 months (fall, winter, spring, and summer) will increase from 27.0 to 27.1
- Percentage of lower division FTEs taught by full-time faculty will remain high at 59.2%
- Percentage of students who have declared a major by the 70th credit will remain high, at above 90%
- Continue to expand freshmen learning communities, which now include almost two-thirds of our fall freshman class; assess results, as we did in our recent report based on student logs, and in studies of student success as measured by retention and GPA.
- The number of CICs (communication intensive courses) will grow from 398 sections offered in AY 07-08, to approximately 440 in AY 08-09.

3.2 CUNY Target: Colleges will draw upon degree and adult and continuing education resources to improve basic skills and ESL outcomes University-wide

- Percentage of non-ESL SEEK students who pass all basic skills tests within one year will remain high, above 92%
- Percentage of ESL students (SEEK and regular) who pass all basic skills tests within two years will remain high, above 90%
- Professional development in the Writing Center will continue to focus on the learning needs of our diverse, heterogeneous students; 85% of those who come to the Writing Center speak a language other than English at home.

3.3 CUNY Target: Show & pass rates on the proficiency exam will rise

- Percentage of invitees who take the CUNY Proficiency Exam (CPE show rate) will remain high at 85.3%.
- Percentage of required test-takers passing the CUNY Proficiency Exam (CPE pass rate) will remain high at 95%

Objective 4: Increase retention and graduation rates

4.1 CUNY Target: Retention rates will progressively increase

- Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in college of entry one year later will increase from 88.2% to 88.3%
- Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in college of entry two years later will increase from 75.5% to 75.8%
- Percentage of full-time transfers into baccalaureate programs still enrolled in college of transfer entry one year later (or earned degree pursued) will increase from 88.5% to 88.6%

- Percentage of full-time transfers into baccalaureate programs still enrolled in college of transfer entry two years later (or earned degree pursued) will increase from 78.0% to 79.0%

4.2 CUNY Target: Graduation rates will progressively increase, in baccalaureate/masters programs and in associate programs

- Percentage of full-time first-time freshmen in baccalaureate programs who graduated from college of entry within four years will increase from 32.8% to 33.0%
- Percentage of full-time first-time freshmen in baccalaureate programs who graduated from college of entry within six years will increase from 59.8% to 60.0%
- Percentage of full-time transfers into baccalaureate programs who graduated from college of transfer entry within four years will increase from 63.9% to 64.3%
- Percentage of full-time transfers into baccalaureate programs who graduated from college of transfer entry within six years will remain over 70%

Objective 5: Improve postgraduate outcomes

5.1 CUNY Target: Professional preparation programs will improve or maintain high numbers of successful graduates

- Percentage of first-time test-takers without an advanced degree passing at least one segment of the Uniform CPA exam will increase from 44.1% to 47%.
- Percentage of first-time test-takers with an advanced degree passing at least one segment of the Uniform CPA exam will increase from 65.9% to 67%.

5.2 CUNY Target: Job and education rates will rise

- Increase reporting from students of post-graduate plans from 64% to 65%
- Increase the overall number of internships offered from 2900 to 3000
- Increase the percentage of graduating seniors participating in on-campus recruitment from 40% to 42%

Objective 6: Improve quality of student academic support services

6.1 CUNY Target: Student satisfaction with quality of academic support services, academic advising, and use of technology to strengthen instruction will rise

- Student satisfaction with the Writing Center will remain high, with 96% reporting that they “agreed or strongly agreed that the Writing Center fulfilled their expectations” in a survey conducted this year.
- Student satisfaction with the Student Academic Consulting Center (tutoring center) will remain high, with 96% of students surveyed in Fall 07 reporting that they “would recommend SACC to other students.”
- BCTC will open a technology practice room, so that students can practice for their class presentations using the same technology found in the college’s smart classrooms.

- Create a new office of Orientation and New Student programs that will focus on the transition experience of freshmen and transfer students.
- Merge the programming components of Student Health Services with Student Life to encourage greater student involvement in health and wellness.

ENHANCE FINANCIAL AND MANAGEMENT EFFECTIVENESS

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

7.1 CUNY Target: Colleges will increase or maintain enrollment for degree programs; mean SATs/CAAs of baccalaureate entrants will rise

- The College will maintain an overall headcount of approximately 16,042; graduate headcount of 3,362; undergraduate headcount of 12,680. We anticipate a freshman class of 1,475, and 1,240 transfers in Fall 08.
- Mean SAT scores of regularly admitted first-time freshmen will increase from 1136 to 1138.
- Mean SAT score of regularly admitted first-time freshmen, excluding ESL students, will increase from 1139 to 1141.
- Mean College Admissions Average (CAA) of regularly admitted first-time freshmen will remain high at 87.4.

7.2 CUNY Target: Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges

- Percentage of course evaluations completed in TIPPS (excluding special courses, electives, and non-credit courses) will increase from 83.2 to 84%
- Percentage of evaluated courses designated as non-transferable will decrease from 30.1% to 29.8%
- College will continue to provide performance data to our community college partners to assess how well current articulation agreements are working. Specifically, we will revise the format of the report we prepared for the first time last year, and commit to the preparation of a similar report each year.
- Baruch will continue to develop new articulation agreements with the community colleges. Our focus in the coming year will be on developing and implementing articulation agreements focused on our recently-approved Journalism degrees. We will implement one agreement and develop at least one additional agreement.

7.3 CUNY Target: Enrollment of underrepresented groups will increase

- New student diversity increased in the Fall 2007. The goal will be to remain high.

7.4 CUNY Target: Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the students who participate in more than one college credit course and/or precollege activity

- College Now will enroll 95% of enrollment target of 315 for college credit courses.

- Percentage of College Now students who earn an A, B, or C in college credit courses will remain high at 95.0% or above.
- Number of College Now participants re-enrolled in progressively challenging precollege and general education courses will increase from 5.5% to 25%.

Objective 8: Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising will increase 10%

- Alumni/corporate fundraising as reported in CAE-VSE will increase 10%

8.2 Each college will achieve its productivity savings and revenue targets as set by the University Budget Office

- The college will achieve its productivity savings target.
- The college will achieve its revenue target.

8.3 CUNY Target: Every college will lower or hold constant the percentage of its tax-levy budget spent on administrative services

- Institutional Support Services as a percentage of total tax levy budget will hold constant at 26.2%

8.4 CUNY Target: All colleges will have & implement financial plans with balanced budgets

- The College will prepare and administer a financial plan that is in balance.

8.5 CUNY Target: Contract/grant awards will rise

- Grants and contracts awarded (administered through Research Foundation) will increase to \$6.21 million.

8.6 CUNY Target: Indirect cost recovery ratios will improve

- Indirect cost recovery as a percentage of overall activity will increase to 11%.

8.7 CUNY Target: Each college will meet agreed upon revenue targets for adult and continuing education

- CAPS tuition revenue to increase 6%, to \$4.58 million.
- CAPS contract revenue will reach \$130,000, with a grant revenue goal of \$35,000.

Objective 9: Improve administrative services

9.1 CUNY Target: Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact.

- MOU between College and foundation completed 2007; foundation added new board members.
- Participation in CUNY Compact will be documented.

9.2 CUNY Target: Student satisfaction with administrative services will rise or remain high at all CUNY colleges

- Provide extended service hours one evening per week to improve student satisfaction.

9.3 CUNY Target: The % of instruction delivered on Fridays, nights, weekends will rise, to better serve students and use facilities fully

- Percentage of FTEs offered on Fridays, evening or weekend will remain high at 48.1%
- Enrollment for Winter Intersession will remain high at approximately 1,925 students
- Enrollments for summer sessions will increase by 1%-2%, from 2007 level of 8,735

9.4 CUNY Target: All colleges will establish campus risk management committees chaired by their University Risk Management Council designee

- Risk Management Committee chaired by University Risk Management Council designee will be established.

9.5 CUNY Target: All colleges will make timely progress in CUNY FIRST implementation

- Campus team meetings, comprising 14 key staff leaders, will take place bimonthly. We anticipate sending approximately 50 College employees to appropriate CUNY First training in the coming year.
- Monthly communications will be sent to the campus to increase awareness of CUNY FIRST.

9.6 CUNY Target: All campuses will set up a sustainability committee and have a validated plan

- A sustainability committee was established as a sub-group of our Facilities Committee and as a special faculty-led task force. A plan is under development.