## Raise Academic Quality
- Resources will be shifted to University flagship and college priority programs to support the University’s commitment to become a research-intensive institution.
- CUNY and its colleges will draw greater recognition for academic quality.
- Program reviews, with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations by colleges.
- Colleges will use technology to enrich courses and teaching.
- Colleges will continuously upgrade the quality of their faculty, as scholars and as teachers.
- Faculty research/scholarship will increase from 2005-2006 levels.
- Instruction by full-time faculty will increase incrementally.
- More under-represented faculty and staff will be recruited.

## Improve Student Success
- Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching support.
- Colleges will draw upon degree and adult and continuing education resources to improve basic skills and ESL outcomes University-wide.
- Show & pass rates on the proficiency exam will rise CUNY-wide.
- Colleges will improve high school students readiness by meeting 95% of enrollments targets for College Now, achieving a 75% successful completion rate; implementing College Now strategic plans.
- Retention rates will progressively increase.
- Graduation rates will progressively increase, in baccalaureate/masters programs and in associate programs.
- Professional preparation program will improve or maintain high performance of their students on certification/licensing exams.
- All colleges will report performance on graduate exams.
- Job and education placement rates for graduates will rise.
- Student satisfaction with academic support services, student services, academic advising and use of technology to strengthen instruction will rise CUNY-wide

## Enhance Financial and Management Effectiveness
- Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.
- All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.
- Alumni-corporate fundraising will increase 10% CUNY-wide.
- Each college will achieve its productivity savings target and apply those funds to student instruction-related activities.
- Every college will lower or hold constant the percentage of its tax-levy budget spent on administrative services.
- All colleges will meet and implement financial plans with balanced budgets.
- Contract/grant awards will rise 5% CUNY-wide.
- Indirect cost recovery ratios will improve CUNY-wide.
- Each college will meet agreed-upon revenue targets for adult and continuing education.
- Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY compact.
- Student satisfaction with administrative services will rise or remain high at all CUNY colleges.
- The % of instruction delivered on Fridays, nights, weekends will rise CUNY-wide, to better serve students and use facilities fully.
- All colleges will develop a chemical inventory and hazardous waste management system. All faculty/staff working with chemicals or other hazardous substances will participate in hazardous waste training sessions.
- All colleges will make timely progress in ERP implementation.

Identify goals and targets for your department for the 2007-2008 academic year. Wherever possible, they should link to the University goals listed above. The right column is for evaluating performance on those goals/targets at year’s end. Use extra sheets if needed.

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