

Alignment Map: CUNY Strategic Roadmap to 2021-2025 KCC Strategic Plan

CUNY Strategic Roadmap	Strategic Plan																		
	Student Success						Operational Excellence				Governance & Planning		Communication & Collegiality				Workforce Development		
Strategic Roadmap Goal 1: Be a National Leader in Providing Access to Higher Education for Diverse Populations of Students	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3
1.1: Increase enrollment and retention at all levels by implementing a modern approach to admissions, financial aid, scheduling, and other programs and services that removes barriers to students.	X	X	X	X	X	X	X	X		X					X				
1.2: Develop and implement a system-wide transfer experience that enables students to move seamlessly and successfully between and within CUNY campuses		X	X					X		X									
1.3: Accelerate infrastructure development and strategies needed to support and expand robust, high-quality content in traditional and online modalities across CUNY institutions and meet student needs for flexible courses and programs				X			X	X		X					X			X	X
1.4 Increase the pipeline of students of color and other underrepresented groups entering graduate and professional programs to amplify equitable outcomes		X	X	X	X									X	X			X	
Strategic Roadmap Goal 2: Improve our ability to boost student outcomes and eliminate academic equity gaps with innovative curriculum and support for our world-class staff and faculty	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3
2.1: Become a model for academic excellence and innovative pedagogy by employing data-informed best practices for diverse populations and adopting a proactive approach to curricular development		X	X	X															
2.2: Support all CUNY employees with world-class professional development and leadership training						X			X	X					X				
2.3: Prepare students for successful careers by creating intentional connections between the disciplines, workforce skills, and employment outcomes from the moment of enrollment and supporting life-long learning		X	X					X									X	X	X
2.4: Strengthen a university-wide ethic of care that prioritizes the well-being of our students, faculty, and staff; embraces diversity; and engenders a true sense of belonging.						X	X		X				X						
Strategic Roadmap Goal 3: Advance our Community Through Comprehensive Research, Engagement, and Service	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3
3.1: Amplify the quantity and quality of engaged public impact research and scholarship leveraging CUNY's distinctive scale, diversity, and location in New York City.																			
3.2: Establish CUNY as the go-to choice for student recruitment by industry partners														X			X	X	X
3.3: Develop stronger ties with alumni and friends of CUNY to amplify opportunities for engagement, new sources of financial support, and a culture of life-long learning.																			X
Strategic Roadmap Goal 4: Modernize the CUNY System	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3
4.1: Become an automated, data-informed system that facilitates effective decision making, the optimal use of resources, and compliance with federal, state, and local laws							X	X		X		X							
4.2: Explore new budget and operating models, optimizing flexibility and new sources of revenue										X		X							X
4.3: Provide students, faculty, and staff with state-of-the-art environmentally sustainable and accessible facilities to support innovation and learning							X	X											

Alignment Map: CUNY Strategic Roadmap Metrics to 2021-2025 Strategic Plan

CUNY Strategic Roadmap: Key Metrics	Strategic Plan																			
	Student Success						Operational Excellence				Governance &		Communication & Collegiality				Workforce Development			
Strategic Roadmap Goal 1: Be a National Leader in Providing Access to Higher Education for Diverse Populations of Students	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3	
Metric 1: 80k Undergraduate students enrolled at community colleges	X	X			X	X								X	X					
Metric 2: 60% of Graduates of NYC Public Schools who enroll in college within six months of high school graduation will enroll at CUNY	X	X						X		X				X	X					
Metric 3: +15% Fall-to-Fall Retention Rate		X		X	X	X	X	X		X					X				X	
Metric 4: Reduce gaps in retention between racial/ethnic groups		X	X	X	X		X	X	X				X		X					
Metric 5: 287 certificate and degree programs that can be completed fully online		X			X		X	X		X										
Metric 6: 33% six-year baccalaureate graduation rate for first-time freshmen starting in an Associate program		X	X	X	X	X	X	X						X					X	
Metric 7: 100% of credits in a major that count toward completion of the same major upon transfer with a degree between an associate and bachelor's degree program within CUNY		X	X																	
Strategic Roadmap Goal 2: Improve our ability to boost student outcomes and eliminate academic equity gaps with innovative curriculum and support for our world-class staff and faculty	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3	
Metric 8: 80% Associate of Applied Science degree graduates who are consistently employed within one year of graduation		X	X	X	X												X	X	X	
Metric 9: 75% of graduates employed at time of graduation		X	X														X	X	X	
Metric 10: 30% of students who complete a paid internship		X	X														X	X	X	
Metric 11: 80% CUNY employees who participate in external or internal professional development, leadership or mentoring programs aimed at all levels of the University									X	X			X							
Metric 12: 7.5% reduce by half race/ethnicity-based groups in DFWI rates in Gen Ed courses		X	X	X	X	X														
Metric 13: +5% increase in Associate and baccalaureate graduation rates at CUNY colleges	X	X	X	X	X	X	X	X												
Strategic Roadmap Goal 3: Advance our Community Through Comprehensive Research, Engagement, and Service	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3	
Metric 14: 20%+ total grant dollars awarded for research and number of funded grants																				
Metric 15: 30% fundraising (total voluntary support dollars)									X				X	X						
Metric 16: 20% number of employers on each campus actively recruiting CUNY students for post-graduate employment																	X	X	X	
Strategic Roadmap Goal 4: Modernize the CUNY System	SS1	SS2	SS3	SS4	SS5	SS6	OE1	OE2	OE3	OE4	GP1	GP2	CC1	CC2	CC3	CC4	WD1	WD2	WD3	
Metric 17: 90% on-time completion of budgeting and facilities projects										X		X								
Metric 18: 55% buildings in a State of Good Repair							X			X		X							X	
Metric 19: \$270 million generated from monetization of real estate assets										X										
Metric 20: 5% of colleges' annual operating budget set aside as reserves										X										