CUNY Strategic Roadmap		ng Student	s Where	they Are	Inves	ting in Fa	culty Agen	ncy and G	rowth	Resour	cing Teacl	ning and L	.earning	Rene	Renewing and Developing Programs for				
Strategic Roadmap Goal 1: Be a National Leader in Providing Access to Higher Education																			
for Diverse Populations of Students	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5	
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	Х	Х	Х	Х						X	Х		Х			Х		Х	
to students.																			
1.2: Develop and implement a system-wide transfer experience that enables students to				V										v			V	V	
move seamlessly and successfully between and within CUNY campuses				х										х			Х	х	
1.3: Accelerate infrastructure development and strategies needed to support and expand																			
robust, high-quality concent in traditional and online modalities across CUNY institutions			Х	Х						Х	Х	Х	Х		Х	Х		Х	
and meet student needs for flexible courses and programs																			
1.4 Increase the pipeline of students of color and other underrepresented groups entering			х	х							V		х						
graduate and professonal programs to amplify equitable outcomes			×	×							Х		X						
Stratgic 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	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5	
faculty																			
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	х	Х	х	х	х	Х		х		X	х	х	х			х	Х	х	
curricular development																			
2.2: Support all CUNY employees with world-class professional development and leadership																			
training					Х	Х	Х	Х			Х	Х							
2.3: Prepare students for successful careers by creating intentional connections between																			
the disciplines, workforce skills, and employment outcomes from the moment of enrollment	x		х	х									х		х	х	х		
and supporting life-long learning			~	~									~				~		
2.4: Strengthen a university-wide ethic of care that prioritizes the well-being of our					х	х	х	х	х		х	х							
students, faculty, and staff; embraces diversity; and engenders a true sense of belonging.																			
Strategic Roadmap Goal 3: Advance our Community Through Comprehensive Research,																			
Engagement, and Service	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5	
3.1: Amplify the quantity and quality of engaged public impact research and scholarship					х	х	х	х											
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												Х	Х		Х		Х		
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.															Х				
Strategic Roadmap Goal 4: Modernize the CUNY System	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5	
			2.0						2.5	0.1	0.2	0.0	0.7						
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																			
4.2: Explore new budget and operating models, optimizing flexibility and new sources of																			
revenue																			
4.3: Provide students, faculty, and staff with state-of-the-art environmentally sustainable																		_	
and accessible facilities to support innovation and learning					Х					Х									
		1																100 C	

Alignment Map: CUNY Strategic Roadmap to 2020-2025 KCC Academic Plan

Alignment Map: CUNY Strategic Roadmap Metrics to 2020-2025 Academic Plan

	Academic Plan																	
CUNY Strategic Roadmap: Key Metrics	Engaging Students Where they			Investing	in Facult	y Agency	and Gro	Renewing and Developing Programs for										
Strategic Roadmap Goal 1: Be a National Leader in Providing Access to Higher											-				•			
Education for Diverse Populations of Students	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5
Metric 1: 80k Undergraduate students enrolled at community colleges	х х		Х							х х	Х	Х		Х	Х	Х	Х	
Metric 2: 60% of Graduates of NYC Public Schools who enroll in college within six			X											, v	v	X	V	
months of high school graduation will enroll at CUNY			Х											X	Х	х	Х	
Metric 3: +15% Fall-to-Fall Retention Rate	х х	Х	Х							х х	Х	Х						
Metric 4: Reduce gaps in retention between racial/ethnic groups	x x	Х	Х							Х		Х						
Metric 5: 287 certificate and degree programs that can be completed fully online					х													
Metric 6: 33% six-year baccalaureate graduation rate for first-time freshmen starting in																		
an Associate program	х х	Х	Х							х х	Х	Х		Х			Х	
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														х			х	
within CUNY																		
Stratgic 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	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5
Metric 8: 80% Associate of Applied Science degree graduates who are consistently		v	V							v	v	v		V	V	х	х	
employed within one year of graduation		Х	Х							^	Х	Х		Х	Х	^	^	
Metric 9: 75% of graduates employed at time of graduation		Х	Х							Х	Х	Х		Х	Х	Х	Х	
Metric 10: 30% of students who complete a paid internship														Х		Х		
Metric 11: 80% CUNY employees who participate in external or internal professional					х х	Х	Х			Х	Х							
development, leadership or mentoring programs aimed at all levels of the University																		
Metric 12: 7.5% reduce by half race/ethnicity-based groups in DFWI rates in Gen Ed courses	x x	Х	х							x x								
Metric 13: +5% increase in Associate and baccalaureate graduation rates at CUNY	V V	X	X								v				×.	X		
colleges	х х	Х	Х							х х	х	х			Х	х		
Strategic Roadmap Goal 3: Advance our Community Through Comprehensive																		
Research, Engagement, and Service	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5
Metric 14: 20%+ total grant dollars awarded for research and number of funded grants																		
Metric 15: 30% fundraising (total voluntary support dollars)																		
Metric 16: 20% number of employers on each campus actively recruiting CUNY																		
students for post-graduate employment																		
Strategic Roadmap Goal 4: Modernize the CUNY System	1.1	1.2	1.3	1.4	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	4.1	4.2	4.3	4.4	4.5
Metric 17: 90% on-time completion of budgeting and facilities projects																		
Metric 18: 55% buildings in a State of Good Repair																		
Metric 19: \$270 million generated from monetization of real estate assets																		
Metric 20: 5% of colleges' annual operating budget set aside as reserves																		