

- 1) **Finance Objective:** Make significant progress towards closing our financial gap.

Key Results:

- 1) The institutional advancement operation will make 4 million dollars in new monies available, primarily through a new and strategically integrated annual fund operation. Overall new monies and pledges will total 15 million dollars.
- 2) Adult and Continuing Education will raise 1 million dollars in revenue, primarily by shifting its model from individual tuition paying students to contract and grant funded education, as measured by the development of a contract education infrastructure, and of at least 2 strong contract relationships.
- 3) Graduate Education: building on last year's efforts to enhance our understanding of the student experience and to expand our recruitment, graduate enrollments will be up by 100 students.
- 4) Build the infrastructure to work more closely with industry, as measured by the hiring of a Director of Innovation Management. That director should have developed a plan to build commercial opportunities for our research by January 2020
- 5) Establish three events designed to bring policy makers to the campus to learn about our funding needs.
- 6) Cut 1 million dollars in expenses.

2. **Public Profile Objective:** Continue to strengthen the college's public profile by emphasizing the continuity between our past and present, by increasing the college's public exposure as a center of learning, research and creative activity, and advertising our role in social mobility.

Key Results:

- 1) Achieve a 20% increase, over last year's baseline, in the quantity of positive stories in local media about CCNY;
- 2) Execute a yearlong program emphasizing the college's commitments to research and education in the area of sustainability and resilience, and achieve external recognition of that activity as measured by X stories in the media.
- 3) Building on 2019 baseline, increase the public association between CCNY and the term "social mobility" as measured by a 10% increase in published articles referencing the college.
- 4) Designate and produce 4 President's events, identified as managed by the college, designed to attract significant public attention, and receiving note in the media.
- 5) In four separate events, commemorate an anniversary, a notable past achievement, or a historical element of the college.

3. **Research:** Increase the public exposure of research on the campus by expanding our capacity to describe the human and social impact of our research, increasing media exposure of our research, increasing the number of interdisciplinary grants submitted, and improving the capacity of our faculty and students to conduct research on our campus.

Key Results:

- 1) Build the programming for the “Year of Sustainability,” a yearlong effort at programming and projection that will both publicize and develop CCNY’s collaborative capacity in the area of climate and environmental research and the relationships between that research and social justice, as measured by 8 public events, two new research collaborations, and 4 stories in the media.
- 2) Increase IDC expenditures in direct support of research infrastructure by 20% and develop a method of distribution to researchers.
- 3) Establish a baseline for data tracking on grants submissions and attainment, and increase submissions by 5%.
- 4) Increase the number of alumni and philanthropists at the “Day of Science” by 30%, and establish a similar day for one other school on campus.
- 5) Identify 8 occasions (events, etc.) over the course of the year when CCNY researchers are talking directly to alumni about their work.

4. Student Success: Develop the infrastructure for an approach to student success that integrates the energies and coordinates the activities of student life, student services, advisement, and enrollment management.

Key Results:

1. Develop and publish a 4 semester schedule and enrollment management program college wide by the end of the year.
2. Insure that the college has the institutional research capacity to accurately support KR#1 by January 2020.
3. Expand engaged scholarship opportunities for students by 15%, including opportunities managed by CPDI and the CEN.
4. Reduce lags in payment of scholarships to 3 months or less
5. Establish a permanent and more prominent One-Stop enrollment management presence by January 2020.

Diversity and Inclusion: Improve retention, professional development, and the development of a climate that is responsive to breaches in civility, respect and inclusion, and promotes a broader sense of inclusion on campus.

Key Results:

1. Standardize and enforce the expectation of mentoring for promotion and career success in academic departments and staff positions, as measured by the adoption of such a plan in every department by the end of the academic year.
2. Have all annual performance reviews contain an explicit section on professional development.
3. In the fall 2019 semester, establish a training program to promote the civil interaction of people with differing ideas, and integrate this into faculty and staff orientation by 2021.
4. Organize the Bias Intervention and Response team (BIRT) in the fall 2019 semester, in conformity to the recommendations of the Working Group on Diversity and Respect.

5. Establish a mediation apparatus to work with the office of diversity and inclusion, to intervene on cases that do not rise to the level of a positive finding, but represent breaches in civility and respect.
6. Organize and designate 4 events each year as community building events for staff and faculty.