

Strategic Plan Updates as of 12/09

1. Strategy Description: Build on the reputation of our School of Music.

Update: We have created new courses for private lessons. Thanks to special funding from the Provost's office, the lessons were begun for most qualified students this Spring.

School has designated a music faculty advisor for Macaulay Honors College students to coordinate ACSM requirements with HC requirements.

ACSM has been pursuing private giving to support its initiatives and has secured a gift of \$47,000 from widow of Claude Palisca; also working with Development to acquire gifts to coordinate with Kupferberg renovation.

Professors Janice Smith and David Schober are coordinating advisement for students pursuing the B.Mus. undergraduate program while taking Mus. Ed. Initial Certification program path.

Two sections of Music 001 are now online courses and the possibility of putting courses in music theory online will be explored this summer.

2. Strategy Description: Broaden graduate programs in fine arts and art history at the master's level.

Enrich the Kupferberg Center through strategic collaborations with our arts departments so that the Center becomes an arts destination, strengthens our connections with the community, provides performance and internship opportunities for our students and develops further its well-regarded summer workshops.

Update: This spring and fall Copland School will have a visiting residency by Bright Sheng, distinguished graduate, composer and performer. More such residencies are being explored.

Will install video cameras in LeFrak Hall to allow us to provide content for broadcast on QPTV and other outlets. Have already recorded musical productions including Monteverdi's *L'Orfeo* (which video received a 2009 award from the National Opera Association).

Have outlined a series of courses for summer including general courses in music and music history, performance, a workshop on Baroque opera and one on brass performance. A Summer Music Programs Coordinator will organize and advertise these programs which will be offered to high school and college students and will be for both commuters and students who wish to reside in The Summit for the summer.

Regular off-site performances: Bright Sheng will perform along with faculty Charles Neidich, Michael Lipsey and Edward Klorman in a program of chamber works at Flushing Town Hall on May 8. Students will also perform in this concert.

Art and Art History: The Graduate Investment Initiative has approved \$58,000 to improve facilities in ceramics and photography.

3. Strategy Description: Become recognized for our programs in languages other than English.

Update: Major in Chinese up and running. New assistant professor in Chinese (language and linguistics) is reworking the basic language sequence to develop tracks for heritage and non-heritage speakers. Plans underway to create minor in business for Chinese speakers.

New degree in Middle Eastern Studies starts this fall. With a new assistant professor in Hebrew, we are revising the Hebrew major.

Developing minors in Korean and South Asian Studies.

Numbers of UG and graduate admissions to the World Language Education program in SEYS have increased. Will certify 35 teachers in languages this spring.

Added post-bac programs in critical languages in Arabic, Hindi, and Urdu.

4. Strategy Description: Have our language programs benchmarked within the top 20 within the next decade. Encourage double majors in a language and general or applied linguistics.

The ACTFL OPI Familiarization Workshop for QC foreign-language faculty took place last May 15 and assessment completed in June.

Two faculty members in HLL and one in Chinese started last Fall. Still searching for a lecturer position in HLL.

Pilot program focusing on a minor in Chinese for bilingual and heritage speakers in conjunction with appropriate Social Sciences major to be submitted to UCC and Senate.

All-day workshop for FL faculty and linguistics to offer an overview of current proficiency measures took place in December. Assessment of workshop forthcoming.

5. Strategy Description: Expand programs in speech-language pathology.

Have increased UG admissions in the major to 140-160 new students and hired another faculty member to teach UG courses. A new professorship has been named for speech and hearing and a matching fund established to increase departmental opportunity funds.

6. Strategy Description: Build on strengths in the natural sciences by reinforcing our consortial doctoral programs in biology, biochemistry, chemistry, and physics with the Graduate Center, drawing strong PhD students through increased support packages, and recruiting new faculty with larger startup offers, enhanced facilities, and balanced course load.

Update: College allocated support for 13 CUNY Doctoral Science Fellows in the Cohort 1 group that matriculated in Fall 2008, and were supported by CUNY in the 2008-09 academic year. In Fall 2009 11 of these fellows began their support at QC: five in biology, three in biochemistry, two in physics and one in chemistry. QC allocated support for 13 more fellows in the Cohort 2 group that matriculated in Fall 2009 who are supported by CUNY in the 2009-2010 academic year. A number of fellows are doing/planning to do rotations in QC faculty laboratories. In October 2009 president committed college support for 13 more fellows in the upcoming Cohort 3 group that will matriculate in Fall 2010.

In September 2009 we hired Dr. David Lahti (Biology) in the field of evolutionary ecology, and Dr. Yu Chen (Chemistry/Biochemistry) in the field of organic chemistry.

7. Strategy Description: Invest strategically in psychology, specifically neuropsychology and applied behavior analysis.

A master's program in behavioral neuroscience approved by the Board of Higher Education in Spring 2009 attracted 10 graduate students last fall, we expect to be training 30-40 graduate students in coming years.

A master's program in applied behavior analysis was approved by the Board of Higher Education last summer, will be recruiting students for fall 2010.

Drs. Yoko Nomura and Justin Storbeck (Neuropsychology) were appointed in September as assistant professors, as was Dr. Daniel Fienup (Applied Behavior Analysis).

8. Strategy Description: Have at least three sciences disciplines among the top 50 undergraduate and graduate programs in the country within 10 years.

Work with CUNY on a cyberinfrastructure cluster: We are participating in the cyberinfrastructure cluster program with a search in progress for a cluster hire at QC.

Enhance photonics initiative, with stronger link between physics and chemistry: A search is in progress for a new hire in the photonics cluster.

Reinforce interactions with NYC, such as PlaNYC2030, and the NYC Soil and Water Conservation District: SEES has increased its ties with the NYCSWCD by SEES chair serving on its Advisory Board as official representative of Queens County; one NYCSWCD employee has entered our M.S. program; as their agreed support of our soil science faculty member decreases, we are negotiating for them to fully fund a laboratory technician line; Professor Timothy Eaton is teaming with NYCSWCD on a proposal to create an engineered wetland to mitigate stormwater runoff problems in Flushing, a mile from campus.

NYC Office for Environmental Remediation: The purpose of this new office is to increase rehabilitation of brownfields and return them to useful service. One of our faculty members is education liaison for this office and helps to conduct an annual competition for \$2,000 scholarships and internships. Another serves on an important committee. Our students won 8 scholarships last year and the only internship offered.

Construct a self-sustaining zero-energy roof top facility for GLOBE and other labs: The feasibility study for the zero-energy roof top facility has been completed.

Build roof observatory or weather station for classes and community: Funding for a telescope has been provided by the Provost's Office.

Faculty Support: President and provost have provided extensive funding to support faculty who mentor undergraduates in their labs.

9. Strategy Description: Strengthen the quality of programs in the social sciences

Update: Anthropology is completing a self-study.

History has secured funding for two named professorships, the Halegua Professorship and the Unger Professorship. These have attracted two very promising young scholars and have enabled the department to expand the breadth of its offerings.

Political Science was recently given a lecturer line for a new full time faculty member who would also

serve as pre-law advisor. Conducting search for a new faculty member who will also serve as director of Latin America and Latino Studies.

Sociology: Hired two faculty members with specialties in demography on CUNY cluster lines. Department recently given an instructor line.

9.5. Strategy Description: Expand on strengths of the Graduate School of Library and Information Studies to ensure the program will keep pace with key developments.

Update: GSLIS is embarking on reaccreditation by the American Library Association. As part of that process, they have developed a detailed plan to address strategic goals.

13. Strategy Description: Build on strengths in accounting, actuarial sciences, finance, entrepreneurship, technology and international business, with emphasis on interdisciplinary approaches to language and business education to graduate multi-lingual students. Begin by creating a minor in Chinese business as a pilot program. Consider expanding to Spanish business next.

Update: Creating a minor in Chinese for business; two courses have been developed in business Chinese and submitted to the UCC. An 18-credit minor in Chinese for business may be submitted to appropriate bodies at QC for consideration. Plans call for the minor to be offered in the Fall. Will then consider feasibility of creating a minor in Spanish for business.

14. Strategy Description: Establish interdisciplinary programs with computer science and economics; offer opportunities to develop entrepreneurial projects, internships, and other learning opportunities with partner businesses in accounting, banking and technology.

Update: Computer science and economics have collaborated on a minor in financial modeling, housed in computer science department. Program approved by Academic Senate, although individual courses remain to be approved. Economics, accounting and computer science have developed three M.S. Programs in Risk Management: accounting, finance, and dynamic financial analysis modeling, to be housed in economics. Have also partnered with P-Solve, a pension firm, to place interns, and are developing other partnerships.

20. Strategy Description: Implement an affirmative action program designed to make a measurable difference in faculty diversity within five years by establishing relationships with graduate studies departments in historically black colleges and universities in the United States and designated educational institutions in Asia, Africa and South America; and creating departmental and divisional hiring plans that address under-representation, including gender equity.

Update: In September 2009 the Office of Affirmative Action Compliance and Diversity Programs (OAACDP), in conjunction with the president and the QC Affirmative Action Committee, implemented the QC Diversity Initiative Fund to provide small grants to search committees for the purpose of underwriting new and innovative diversity outreach activities in connection with searches to fill faculty vacancies.

In 2009 the director and assistant director of OAACDP began meeting with department chairs to review their affirmative action faculty profile (e.g., gender, race and ethnicity) and to collaborate on the establishment of tentative hiring goals through 2012 to eliminate under-representation.

Director of OAACDP has been forwarding resumes of potential diversity candidates for faculty positions to the provost.

28. Strategy Description: Make our new General Education curriculum nationally recognized as a model that addresses the intellectual needs of students and prepares them to understand and contribute to a multi-faceted and changing world.

Update: Created Office of General Education. Built a college-wide infrastructure within the provost's office and across the college to make general education a top college priority. Implemented Senate-approved courses and with divisional deans developed additional courses.

30. Strategy Description: Develop a comprehensive Residential Life.

Update: Comprehensive residential life program was developed and instituted that includes 11 resident assistants.

Floor meetings each month discuss upcoming events on campus/in The Summit, important information within the building, and address resident concerns

Created Residence Hall Association that offers opportunity for feedback from residents

Identify potential personal, academic, wellness, and other issues among residents

On-call duty coverage during all hours when office is closed (evenings, overnight, weekends) and 24 hour front desk coverage for security, assistance and information

31. Strategy Description: Establish a Commuter Student Services program to encourage non-residential

students to spend more time on campus.

Update: Study rooms, games rooms, TV rooms and dining rooms have been created. More information is being provided through the new Q-Tips Counter, digital signage, and online calendars. Student Service hours extended. Parking increased by 200 spaces and a ride-share program put in place. Special dining created to meet needs of commuter students (more value menus and grab and go meals).

32. Strategy Description: Enhance the International Student Services and Scholars Program.

Update: An external review is being conducted this spring. A new office suite has been created in the Student Union close to international and cultural clubs and organizations. Staffing expanded to include an Immigration Services Coordinator. The International Student Club has been resurrected and an International Student Festival is scheduled for spring.

33. Strategy Description: Strengthen child care support and increase careers services.

Update: Child Development Center has increased its staff support, service hours, and number of children enrolled, added services during the weekends, and submitted grants for federal and private support.

The Career Services Center has expanded its joint programs with Academic Advising, assisted with the major/minor fair, conducted graduate school, internship, and career fairs, increased outreach to employers and internship efforts, opened a new career resource center for students.

34. Strategy Description: Create a Center for Social Justice and Multicultural Affairs to recruit and retain students from underrepresented populations, celebrate diversity and cultural differences, and initiate significant social justice programs. Create a Center of Global Culture, to study and foster tolerance and appreciation of diverse groups.

Update: Recruited faculty and consolidated staffing to plan conflict mitigation programming and training for students. Created detailed timeline for developing Center for Racial, Ethnic and Religious Understanding. Selected 23 student facilitators from diverse ethnic, racial and religious communities and completed two training sessions with them in conflict mitigation. Established website for the Tolerance Initiative. Two new hires will work on conflict mitigation/diversity project.

35. Strategy Description: Build upon our strong Freshman Year Initiative (FYI).

Update: Last semester FYI ran 22 workshops and a Freshman Seminar Abroad in Paris last summer. Will

offer freshman seminars abroad in Paris and Florence this summer

36. Strategy Description: Develop a comprehensive program to serve transfer students.

Update: Reaching out to departments to institute the Transfer Class Reservation program (a program to save seats in gateway to the major courses for incoming students). Implementing faculty-assisted Transfer Workshop program; annual major/minor curricular review with departments.

37. Strategy Description: Improve scores in the National Survey of Student Engagement and strengthen ratings in such national surveys as the Graduate Satisfaction Surveys to the top 25th percentile of Carnegie peer institutions.

Update: Marketing plan to increase awareness of these surveys and elicit greater participation is being implemented.

40. Strategy Description: Improving the physical infrastructure of the campus

Update: A complete assessment was made identifying what needs to be done to bring our buildings to a state of good repair; this continues to be used as the basis for requesting and obtaining capital funding for critical maintenance. Among projects identified have been science buildings upgrades and upgrade of Kiely building envelope.

Projects completed using tax-levy and other funds include upgrades to 5 lecture halls and other classrooms and labs; addition of smart classrooms; faculty work space upgrades; roof repairs; student lounges in Powdermaker, Kiely, and Rosenthal, campus signage, front gate project.

Our Facilities Master Plan forms the template for our capital requests and strategic space planning. The addition of the Remsen Annex is one aspect of the Master Plan. The student residence has transformed the campus.

41. Strategy Description: Ensure the security and safety of the campus by developing crisis-prevention plans, strengthening internal communications, improving safety education and preparing security contingency plans. Implementation would include crisis prevention plans, increasing internal communications and safety

Update: Risk Management Council and Emergency Planning Group have been active.

A successful plan was implemented for H1N1 prevention.

Environmental Health & Safety Office engaged in staff training, ongoing monitoring of safety issues.

CUNYAlert is now NYAlert. Security plans were created and implemented for student residence.

42. Strategy Description: Develop a robust recycling program, move toward a paperless campus and use “green” products throughout campus.

Update: Increased recycling by 100%. We recycle paper, cardboard, bottles, cans, metal, electronic waste, cooking oil.

Over a third of the waste we produce is recycled.

A pay-for-print initiative was implemented and electronic communication increased.

All products are purchased with sustainability in mind, including green cleaning products and environmentally friendly fertilizers and pesticides.

43. Strategy Description: Design all construction and renovation projects to be environmentally sound and use at least 20% recycled materials in such projects and ensure maximum energy-efficiency in campus buildings, vehicles and processes.

Update: Our new student residence is a “green” building and will be at least silver LEED certified.

All new construction/renovation projects use recycled materials as much as possible.

Installed new air compressors and vacuum tubes in Rosenthal, SB and Klapper to save energy.

Consulting firm is doing an energy audit of all buildings.

Increasing hybrids or electronic vehicles in our fleet. Our alternative transportation initiatives include Zipcars; roll-out of Computerlink, a carpool website, and annual transportation survey.

44. Strategy Description: Develop plans and practices to become carbon-neutral within 25 years.

Update: Sustainability Council has been engaged in developing a carbon-neutral plan. We have developed

a greenhouse gas inventory to track our progress. Plan to reduce our carbon emissions by 30% by 2017.

45. Strategy Description: Prepare a strategic communications plan that includes a distinctive set of messages to brand the college, clarify our identity, reflect the multiple needs and interest of our programs and initiatives and guide all of our outreach, communications and marketing efforts. Develop and continuously upgrade our website as a key outreach and information vehicle.

Update: On the homepage, the main marketing message was updated to include a flash presentation of the new QC Pledge. News and Announcements, Spotlight, Events, and Profile sections of the homepage are continually updated. SME has prepared and handed over the QC pledge, tag lines, graphic tools kit, ad campaign recommendations, and brand standards guidelines.

Monthly Content Editors' forums will begin in February to inform editors of new features and updates on the web, as well as to provide Q&A for their feedback and assistance.

People@QC is being developed to provide faculty and staff with web space for their personal content. This will be on the internet and therefore open to the public. It will replace MySite, which is password-protected and visible only to the QC community.

A recurring "Only on MyQC" section will be added to the weekly (Monday) QC mailer.

Four freelance workers will be hired to work with the content editors to assist them with planning, writing, designing, and programming their MyQC and departmental websites. The main objective is to populate MyQC with more internal communications and orient the QC community to using MyQC as their main source for campus news, information, and forms.

47. Strategy Description: Working with the community, identify neighborhood services that meet the needs and interests of faculty, students, staff and visitors near the campus. In cooperation with business, community and political leaders, help make borough internationally known as a magnet for business, education, research, culture and quality of life.

Update: Working with Lifelong Learning Institute and Dean of Social Sciences concerning business forums, for which we are reaching out to local business chambers and leaders with goal to host more business community events, develop more internship opportunities, and match corporations and businesses with our faculty experts.

Reaching out to legislators and community groups to create programs of interest in and around the borough

that can be run through the college. Also expanding partnerships with boroughwide economic development offices, chambers and legislators.

48. Strategy Description: Plan for a new multi-year capital campaign with the goal of raising at least \$400 million over the next 10 years, of which at least one fourth will be unrestricted endowment.

Update: Prepared campaign plan and outline for CASE Statement. Met with all deans and chairs to discuss funding needs for their areas. Identified 26 new major donors at the presidential and vice presidential levels for funding the Capital Campaign.

Updated and redesigned QC Foundation website to ensure easy navigation and a comprehensive overview of giving vehicles, as well as provide examples of the impact of donor giving on the college.

49. Strategy Description: Grow alumni support by strengthening our outreach efforts, building more vigorous interests and attachments early on. and involving key alumni in realizing our longer term vision of the college.

Update: Working to establish and maintain traditional aspects of alumni relations (affinity groups, reunions, alumni receptions, lectures, newsletters, and committee work) online through web communities, blogs, and intranets

Reviewed database programs to develop searchable alumni directories; personal pages to post contact information and photos; career updates; and regional alumni events

Developing strategy for homecoming to include a well-developed marketing plan and “campaign” timeline; recruiting committees who will deliver a pre-determined number of people to the event; hosting events to attract important constituencies in the months leading up to homecoming; coordinating with Student Services; and enhancing our ability to communicate with alumni via web and email.

Coordinate internships with Career Services, Alumni Relations, and Institutional Advancement:

Working with DC alumni and alumni of various disciplines, including law and accounting, to establish internships; organized paid internships with Maidenform.

Held over 20 alumni/cultivation events, including outreach to specific academic disciplines such as economics, education, accounting, etc.

50. Strategy Description: Offer new fee-based services, including career development programs that provide testing, counseling, guidance and course work directed at career changers and marketed to QC and CUNY, among others, and thereby increase annual revenues from these sources to at least \$5 million over the next five years.

Update: Korean ESL training is ongoing and placement in internships accomplished. CEP negotiating with six groups for summer rentals in the Summit. Development of Corporate University at Goodwill Industries continues. Corporate Contract Training continues with the Department of Environmental Protection.

56. Strategy Description: Invest aggressively in our development capabilities with an eye towards increasing annual private funds, growing our endowment to support strategic initiatives, providing greater flexibility in meeting changing needs and taking advantage of new opportunities.

Update: Established scholarships for EECE, history, honors & scholarships, SEES, TIME 2000, children's literature, economics, athletes living in The Summit, media studies, pre-law.

Worked with Dean of Social Sciences to develop a business advisory board, recommending 44 alumni in diverse business fields. Planning and preparing transition to oversee business forum.

Reviewed structure of Development Office, hired annual fund director, hiring senior major gifts officer, trained three staff members through CUNY Fundraising Academy, and enhanced role of data entry staff to incorporate annual fund work.

58. Strategy Description: Use regular surveys to evaluate the quality of services for students, faculty, and staff, with the overall goal of achieving and maintaining an environment of outstanding support to faculty, students, alumni and funders.

Update: College uses a number of metrics to evaluate effectiveness, including PMP Reports, the CUNY wide Student Experience Survey, NSSE Survey Results (Student Survey, self-reported data), departmental self-studies and much more

59. Strategy Description: Measure how our annual resource allocation and budgeting processes support the achievement of our strategic goals and establish feedback loops to take appropriate corrective action.

Update: All budget requests this year were analyzed with the strategic plan in mind. Priority was given to requests for new hires and OTPS allocations that met the goals of plan. As an example, among the requests funded were for general education, targeted faculty hires, start-up funds for new faculty, CUNYfirst

implementation, global initiatives. Additionally, Compact funds were set aside for strategic plan initiatives.