

Goal Number	Goal Description	Initiative Number	Initiative Description	KPI Number	KPI Description	Current/ Baseline	Target Year 1	University 2030 Target
1	Be a National Leader in Providing Access to Higher Education for Diverse Populations of Students	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 for students.					
				G1.1_K010.0		Fall 2022	Fall 2023	Fall 2030
				G1.1_K010.0	Undergraduate students enrolled at senior colleges	11,211	11,200	150,000
				G1.1_K030.0		Fall 2022	Fall 2023	Fall 2030
				G1.1_K030.0	Students enrolled in graduate degrees and professional programs	1,804	1,659	34,000
				G1.1_K070.0		Fall 2021 Cohort	Fall 2022 Cohort	Fall 2029 Cohort
				G1.1_K070.0	Fall-to-fall retention rate of baccalaureate degree seeking first-time freshmen	70.6	72.4	87%
				G1.1_K080.0		Fall 2021 Cohort	Fall 2022 Cohort	Fall 2029 Cohort
				G1.1_K080.0	Racial/ethnic group gap in retention rates of baccalaureate degree-seeking first time freshmen	-5.4	-8.3	-5 ppt

						Fall 2021 Cohort	Fall 2022 Cohort	Fall 2029 Cohort
				G1.1_K090.0				
				G1.1_K090.0	Fall-to-fall retention rate of baccalaureate degree-seeking transfer students	73.7	70.2	85%
				G1.1_K100.0				
				G1.1_K100.0	Racial/ethnic group gap in retention rates of baccalaureate degree-seeking transfer students	-4.4	-1.1	-3 ppt
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.					
				G1.3_K130.0		2022-23	2023-24	2030-31
				G1.3_K130.0	Number of certificate and degree programs that can be completed fully online	15	33	287

1		4	Increase the pipeline of students of color and other underrepresented groups entering graduate and professional programs to amplify equitable outcomes.	G1.4_K140.0		Fall 2022	Fall 2023	Fall 2030
				G1.4_K140.0	Undergraduate-graduate gap in the percentage of Black, Latino and Native American students enrolled	-13.8	-12.7	-11 ppt
				G1.4_K150.0		2018-19 Graduates	2019-20 Graduates	2030-31 Graduates
				G1.4_K150.0	Racial/ethnic group gap in the percentage of baccalaureate graduates who pursue graduate studies within three years of graduation	-2.2	-2.5	0 ppt

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	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.	G2.1_K160.0		Fall 2022	Fall 2023	Fall 2030
				G2.1_K160.0	Racial/ethnic group gap in D/F/Withdrawal/Incomplete (DFWI) rates in general education courses	-9.9	-11.5	-8 ppt
2		2	Support all CUNY employees with world-class professional development and leadership training.	G2.2_K165.0		2022-2023	2023-24	FY 2030
				G2.2_K165.0	Percentage of CUNY employees who participate in external or internal professional development, leadership or mentoring programs		No target needed	80%

2		3	Prepare students for successful careers by infusing the curriculum with intentional connections to workforce skills and employment outcomes and supporting life-long learning.			Fall 2016 Cohort	Fall 2017 Cohort	Fall 2024 Cohort
				G2.3_K180.0	Six-year baccalaureate graduation rate of first-time freshmen at senior colleges	53.7	55.3	60%
				G2.3_K200.0		2022-23 Graduates	2023-24 Graduates	2030-31 Graduates
				G2.3_K200.0	Percentage of baccalaureate graduates employed at time of graduation	65.2	67.2	75%
				G2.3_K220.0		2017-18 Graduates	2018-19 Graduates	2025-26 Graduates
				G2.3_K220.0	Percentage of baccalaureate degree graduates consistently employed within one year of graduation	74.7	76.1	80%
				G2.3_K230.0		2021-22	2023-24	2030-31

				G2.3_K230.0	Percentage of undergraduate students who complete a paid internship	7.4	9.9	30%
3	Advance Our Community Through Comprehensive Research, Engagement and Service	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.	G3.1_K250.0		FY 2022	FY 2023	FY 2030
				G3.1_K250.0	Number of funded research grants	36	31	950
				G3.1_K260.0		FY 2022	FY 2023	FY 2030
				G3.1_K260.0	Total grant dollars awarded for research	\$5,637,157	\$3,973,546	\$185 M
3		2	Establish CUNY as the go-to-choice for student recruitment by industry partners.	G3.2_K270.0		Fall 2022	Fall 2023	FY 2030
				G3.2_K270.0	Number of employers on each campus actively recruiting CUNY students for post-graduate employment		No target needed	increase 20% from baseline

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.	G3.3_K280.0		FY 2023	FY 2024	FY 2030
				G3.3_K280.0	Fundraising	\$9,564,475	\$10,042,699	\$237 M
4	Modernize the CUNY System	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.	G4.1_K290.0		FY 2023	FY 2024	FY 2030
				G4.1_K290.0	Progress toward becoming an automated, data-informed system through the implementation of university-wide data-informed systems			100%
4		2	Explore new budget and operating models, optimizing flexibility and new sources of revenue.	G4.2_K300.0		FY 2023	FY 2024	FY 2030

				G4.2_K300.0	CUNY annual operating budget set aside as reserves by the University and colleges		No target needed	5%
4				G4.2_K310.0		FY 2023	FY 2024	FY 2030
				G4.2_K310.0	Revenue generated from monetization of real estate assets		No target needed	\$270 M
4		3	Provide students, faculty, and staff with state-of-the-art environmentally sustainable and accessible facilities to support innovation and learning.	G4.3_K320.0		FY 2023	No target needed	FY 2030
				G4.3_K320.0	On-time completion of facilities projects		No target needed	90%
				G4.3_K330.0		FY 2023	FY 2024	FY 2030
				G4.3_K330.0	Buildings in a State of Good Repair		No target needed	55%