

Goal Number	Goal Description	Initiative Number	Initiative Description	KPI Number	KPI Description	Prior Year (4)	Prior Year (3)	Prior Year (2)	Prior Year (1)
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 2018	Fall 2019	Fall 2020	Fall 2021
				G1.1_K010.0	Undergraduate students enrolled at senior colleges	12,639	13,002	12,833	12,375
				G1.1_K030.0		Fall 2018	Fall 2019	Fall 2020	Fall 2021
				G1.1_K030.0	Students enrolled in graduate degrees and professional programs	2,148	2,141	2,258	2,017
				G1.1_K070.0		Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort
				G1.1_K070.0	Fall-to-fall retention rate of baccalaureate degree seeking first-time freshmen	80.7	82.5	80.6	73.8
				G1.1_K080.0		Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort

				G1.1_K080.0	Racial/ethnic group gap in retention rates of baccalaureate degree-seeking first time freshmen	-4.2	1.5	-7.7	-2.3
				G1.1_K090.0		Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort
				G1.1_K090.0	Fall-to-fall retention rate of baccalaureate degree-seeking transfer students	75.7	74.2	75.4	72.8
				G1.1_K100.0		Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort
				G1.1_K100.0	Racial/ethnic group gap in retention rates of baccalaureate degree-seeking transfer students	-4.5	-3.6	-7.9	-0.7
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					

				G1.3_K130.0	Number of certificate and degree programs that can be completed fully online				
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 2018	Fall 2019	Fall 2020	Fall 2021
				G1.4_K140.0	Undergraduate-graduate gap in the percentage of Black, Latino and Native American students enrolled	-14.9	-15.2	-14.2	-12.6
				G1.4_K150.0		2014-15 Graduates	2015-16 Graduates	2016-17 Graduates	2017-18 Graduates
				G1.4_K150.0	Racial/ethnic group gap in the percentage of baccalaureate graduates who pursue graduate studies within three years of graduation	4.5	-2	-2.1	2.5

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 2018	Fall 2019	Fall 2020	Fall 2021
				G2.1_K160.0	Racial/ethnic group gap in D/F/Withdrawal/Incomplete (DFWI) rates in general education courses	-4.7	-5.9	-7.1	-9.2
2		2	Support all CUNY employees with world-class professional development and leadership training.						
				G2.2_K165.0					

				G2.2_K165.0	Percentage of CUNY employees who participate in external or internal professional development, leadership or mentoring programs				
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.	G2.3_K180.0		Fall 2012 Cohort	Fall 2013 Cohort	Fall 2014 Cohort	Fall 2015 Cohort
				G2.3_K180.0	Six-year baccalaureate graduation rate of first-time freshmen at senior colleges	49	52.9	53.2	53.1
				G2.3_K200.0					
				G2.3_K200.0	Percentage of baccalaureate graduates employed at time of graduation				
				G2.3_K220.0		2013-14 Graduates	2014-15 Graduates	2015-16 Graduates	2016-17 Graduates

				G2.3_K220.0	Percentage of baccalaureate degree graduates consistently employed within one year of graduation	72.1	75.1	74.4	73.5
				G2.3_K230.0					2019-20
				G2.3_K230.0	Percentage of undergraduate students who complete a paid internship				11.3
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 2018	FY 2019	FY 2020	FY 2021
				G3.1_K250.0	Number of funded research grants	41	33	27	29
				G3.1_K260.0		FY 2018	FY 2019	FY 2020	FY 2021
				G3.1_K260.0	Total grant dollars awarded for research	\$2,923,732	\$5,940,479	\$3,791,797	\$4,355,164
3		2	Establish CUNY as the go-to-choice for student recruitment by industry partners.	G3.2_K270.0		Fall 2018	Fall 2019	Fall 2020	Fall 2021

				G3.2_K270.0	Number of employers on each campus actively recruiting CUNY students for post-graduate employment				
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 2019	FY 2020	FY 2021	FY 2022
				G3.3_K280.0	Fundraising				\$8,264,557
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					

				G4.1_K290.0	Progress toward becoming an automated, data-informed system through the implementation of university-wide data-informed systems				
4		2	Explore new budget and operating models, optimizing flexibility and new sources of revenue.	G4.2_K300.0					
				G4.2_K300.0	CUNY annual operating budget set aside as reserves by the University and colleges				
4				G4.2_K310.0					
				G4.2_K310.0	Revenue generated from monetization of real estate assets				
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					
				G4.3_K320.0	On-time completion of facilities projects				



				G4.3_K330.0				
				G4.3_K330.0	Buildings in a State of Good Repair			