



Council of Presidents

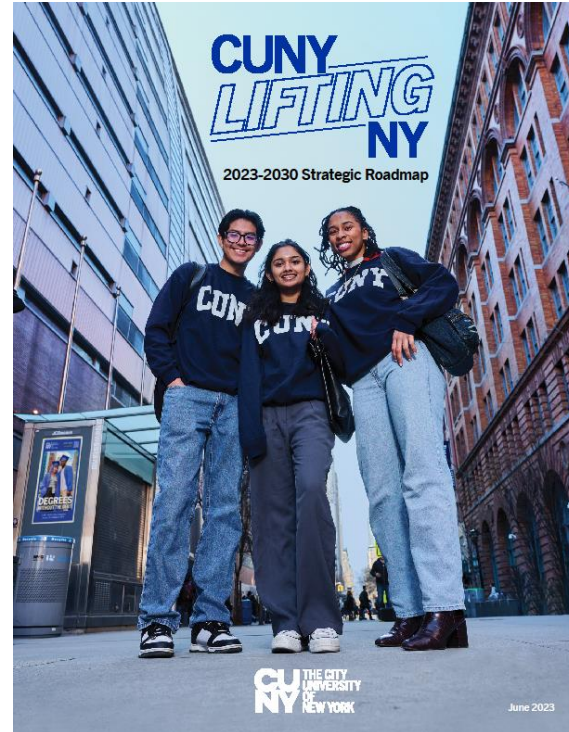
Aligning the PMP with *CUNY Lifting New York*
Wednesday, August 9, 2023

CUNY THE CITY
UNIVERSITY
OF
NEW YORK

Strategic Roadmap Context

THIS IS OUR STRATEGIC ROADMAP

CUNY Lifting New York, CUNY's 7-year Strategic Roadmap, was formally released on **July 11, 2023**, following an **2-year collective community process** by which we worked together to develop a shared vision built on local strategic plans at individual colleges.



THE ROADMAP INCLUDES 4 MAJOR GOALS WITH SUPPORTING INITIATIVES

GOAL 1: Be a national leader in providing access to higher education for diverse populations of students

GOAL 3: Advance our community through comprehensive research, engagement, and services

GOAL 2: Improve our ability to exceed predicted student outcomes and eliminate academic equity gaps with innovative curriculum and support for our world-class faculty and staff

GOAL 4: Modernize the CUNY system

METRICS & 7-YEAR TARGETS FOR THE UNIVERSITY HAVE BEEN ESTABLISHED

The *CUNY Lifting New York* [website](#) describes the roadmap's high-level goals and initiatives and offers metrics for each goal as well as information about the current progress for each initiative.

The roadmap's **Key Performance Indicators (KPIs)**, along with annual targets leading to 2030 goals, have been established through a rigorous process involving many units of the Central Office, including the Office of Academic Affairs (OAA), OAA's Office of Applied Research, Evaluation, and Data Analytics (OAREDA), and Operations.

The University's KPIs, 2030 goals, and annual targets are included in the **Appendix** of this deck.

- A worksheet for annual college targets will be provided separately.

Alignment of the Performance Management Process (PMP) with the Strategic Roadmap

UNDERLYING PRINCIPLES OF PMP ALIGNMENT

The roll-out of the Strategic Roadmap has created an opportunity for us to align our efforts across the University with intention and hold ourselves accountable for the changes we want to see in new and important ways.

The PMP is an existing process that, with some tweaking, can help all of us to work towards the major priorities of the Strategic Roadmap.

Monitoring our Key Performance Indicators (KPIs) will enable us to measure the implementation of the Strategic Roadmap across the system.

NEW PMP PROCESS OVERVIEW

ONGOING:

- Annual submission of Strategic Alignment Reports to Chancellor in June
- Biannual schedule of in-depth meetings including members of the Chancellery as well as campus-designated PMP teams
- Continual updating of KPI and monitoring metric data through interactive dashboards available 24/7; no more static (pdf) report

2023-24 TRANSITION YEAR – special, one-time submission:

- PMP packet submitted by Presidents & Deans, including:
 - 1) Progress letter to the Chancellor describing how local strategic plans align with *CUNY Lifting New York*
 - 2) College-specific 1-year targets for the KPIs
 - 3) Explanation of high-level strategy to achieve these targets

PMP MILESTONES IN 2023

SEPTEMBER 2023

- Briefings for Presidents, Deans, and their PMP teams regarding new data tools and templates: scheduled on September 14 & 15
- KPI data made available through 24/7 interactive dashboards

OCTOBER 6, 2023

- PMP packet submitted by Presidents & Deans, including: letter to the Chancellor describing how local goals align with *CUNY Lifting New York*, specific 1-year targets for the KPIs, and an explanation of high-level strategy to achieve these targets

PMP MILESTONES IN 2024

MARCH 2024

- Strategic Alignment Report (SAR) template, due in June, will be shared with Presidents and Deans

JUNE 15, 2024

- Strategic Alignment Reports submitted by Presidents and Deans, highlighting: progress towards Roadmap goals and 1-year KPI targets, strategic priorities for the next academic year

SUMMER 2024

- In-depth PMP meetings between the senior teams of approximately half of the CUNY colleges and members of the Chancellery during which the Strategic Alignment Reports will be discussed

PMP MILESTONES IN 2025

JUNE 15, 2025

- Strategic Alignment Reports submitted by Presidents and Deans, highlighting: progress towards Roadmap goals and 2-year KPI targets, strategic priorities for the next academic year

SUMMER 2025

- Remaining college senior teams will participate in in-depth PMP meetings with the Chancellery

THANK YOU FOR YOUR PARTNERSHIP

Only by working together can we achieve the Strategic Roadmap's ambitious targets.

Aligning the PMP will be an ongoing process – we're in this together.

We will go over all of this info (and more!) at the September briefings so that you and your teams are prepared for the submission of the October PMP packet. Reach out to Rachel Stephenson with any immediate questions or concerns.

The Office of Applied Research, Evaluation, and Data Analytics (OAREDA) is available to support college teams as they establish their 1-year targets.

Appendix

GOAL 1: INCREASE ENROLLMENT

Metric Description	Fall 2022	2030 Goals
Undergraduate students enrolled at senior colleges	129,438	150,000
Undergraduate students enrolled at community colleges	67,584	80,000
Students enrolled in graduate degrees and professional programs	28,859	34,000
Graduates of NYC Public Schools who enroll in college within six months of high school graduation will enroll in CUNY	56.9% (NYC PS Class of 2021)	65%

Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Actual % Change (baseline-Fall 2030)
131,000	133,000	135,000	138,000	141,000	144,000	147,000	150,000	15.9%
68,000	69,000	70,000	72,000	74,000	76,000	78,000	80,000	18.4%
29,000	29,500	30,000	30,500	31,000	32,000	33,000	34,000	17.8%
58% (NYCPS Class of 2022)	59% (NYCPS Class of 2023)	60% (NYCPS Class of 2024)	61% (NYCPS Class of 2025)	62% (NYCPS Class of 2026)	63% (NYCPS Class of 2027)	64% (NYCPS Class of 2028)	65% (NYCPS Class of 2029)	14.2%

GOAL 1: INCREASE RETENTION (1 of 2)

Metric Description	Fall 2021 Cohort	2030 Target
Increase Fall-to-Fall retention rates for associate degree first-time freshmen	57%	Increase by 15%
Reduce gaps in retention between racial/ethnic groups for associate degree first-time freshmen	-10%	Reduce Gap by 45%
Increase Fall-to-Fall retention rates for bachelor's degree first-time freshmen	75%	Increase by 15%
Reduce gaps in retention between racial/ethnic groups for bachelor's degree-seeking freshmen	-10%	Reduce Gap by 45%
Increase Fall-to-Fall retention rates for bachelor's degree-seeking transfers	73%	Increase by 15%
Reduce gaps in retention between racial/ethnic groups for bachelor's degree-seeking transfers	-7%	Reduce Gap by 45%

GOAL 1: INCREASE RETENTION (2 of 2)

Metric Description	Fall 2022 Cohort	Fall 2023 Cohort	Fall 2024 Cohort	Fall 2025 Cohort	Fall 2026 Cohort	Fall 2027 Cohort	Fall 2028 Cohort	Fall 2029 Cohort	Actual % Change (baseline-Fall 2030)
Increase Fall-to-Fall retention rates for associate degree first-time freshmen	57%	58%	59%	60%	61%	62%	64%	66%	15.8%
Reduce gaps in retention between racial/ethnic groups for associate degree first-time freshmen	-10%	-10%	-10%	-9%	-8%	-7%	-6%	-5%	48.5%
Increase Fall-to-Fall retention rates for bachelor's degree first-time freshmen	75%	76%	77%	79%	81%	83%	85%	87%	15.8%
Reduce gaps in retention between racial/ethnic groups for bachelor's degree-seeking freshmen	-9%	-9%	-9%	-8%	-8%	-7%	-6%	-5%	47.9%
Increase Fall-to-Fall retention rates for bachelor's degree-seeking transfers	73%	74%	75%	77%	79%	81%	83%	85%	16.1%
Reduce gaps in retention between racial/ethnic groups for bachelor's degree-seeking transfers	-6%	-6%	-6%	-6%	-5%	-5%	-4%	-3%	56.5%

GOAL 1: IMPROVE TRANSFER EXPERIENCE

Metric Description	Fall 2021 Cohort	2030 Target
Credits in a major that count toward completion of the same major upon transfer with a degree between an associates and bachelor's degree program within CUNY	TBD	100%
	Fall 2016 Cohort	
Six-year baccalaureate graduation rate for first-time freshmen starting in an associate program	18%	33%

Fall 2022 Cohort	Fall 2023 Cohort	Fall 2024 Cohort	Fall 2025 Cohort	Fall 2026 Cohort	Fall 2027 Cohort	Fall 2028 Cohort	Fall 2029 Cohort	Actual % Change (baseline-Fall 2030)
							100%	
Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort	Fall 2021 Cohort	Fall 2022 Cohort	Fall 2023 Cohort	Fall 2024 Cohort	Actual % Change (baseline-Fall 2030)
19%	20%	21%	23%	25%	27%	30%	33%	81.3%

GOAL 1: EXPAND ONLINE OFFERINGS

Metric Description	Fall 2021	2030 Target
Number of certificate and degree programs that can be completed fully online	82	287

Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Actual % Change (baseline-Fall 2030)
160	180	200	220	240	260	280	287	250.0%

GOAL 1: INCREASE PIPELINE TO GRADUATE PROGRAMS

Metric Description	Fall 2022	2030 Target
Reduce gap in the percentage of CUNY graduate students who are Black, Latino or Native American versus that of undergraduate students from the same groups	-21%	Reduce Gap by 45%
	2018-19 Graduates	
Eliminate race/ethnicity-based gap in the percentage of baccalaureate graduates who pursue graduate studies within three years	-1%	0

Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Actual % Change (baseline-Fall 2030)
-20%	-20%	-19%	-18%	-17%	-15%	-13%	-11%	47.9%
2019-20 Graduates	2024-25 Graduates	2025-26 Graduates	2026-27 Graduates	2027-28 Graduates	2028-29 Graduates	2029-30 Graduates	2030-31 Graduates	Actual % Change (baseline-Fall 2030)
-1%	-1%	-1%	-1%	-1%	0%	0%	0%	100.0%

GOAL 2: BECOME A MODEL OF ACADEMIC EXCELLENCE

Metric Description	Fall 2021	2030 Target
Reduce by half race/ethnicity-based gaps in D/F/Withdrawal/Incomplete (DFWI) rates in general education courses	-15.0%	-7.5%

Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Actual % Change (baseline-Fall 2030)
-15%	-14%	-14%	-13%	-12%	-11%	-9%	-8%	50.0%

GOAL 2: INCREASE GRADUATION RATES

Metric Description	Fall 2018 Cohort	2030 Target
Increase associate graduation rates at community colleges	27%	Increase 5 percentage points
	Fall 2015 Cohort	
Increase baccalaureate graduate rates at senior colleges	55%	Increase 5 percentage points

Fall 2021 Cohort	Fall 2022 Cohort	Fall 2023 Cohort	Fall 2024 Cohort	Fall 2025 Cohort	Fall 2026 Cohort	Fall 2027 Cohort	Fall 2028 Cohort	Actual % Change (baseline-Fall 2030)
27%	27%	28%	28%	29%	30%	31%	32%	16.8%
Fall 2016 Cohort	Fall 2017 Cohort	Fall 2018 Cohort	Fall 2019 Cohort	Fall 2020 Cohort	Fall 2021 Cohort	Fall 2022 Cohort	Fall 2023 Cohort	Actual % Change (baseline-Fall 2030)
55%	55%	56%	56%	57%	58%	59%	60%	9.0%

GOAL 2: PREPARE STUDENTS FOR SUCCESSFUL CAREERS (1 of 2)

Metric Description	2021-22 Graduates	2030 Target
Percentage of AAS graduates employed at time of graduation	53%	75%
Percentage of baccalaureate graduates employed at time of graduation	64%	75%
	2017-18 Graduates	
Associate of Applied Science degree graduates who are consistently employed within one year of graduation	63%	80%
Bachelor's degree graduates who are consistently employed within one year of graduation	68%	80%
Percentage of undergraduate students who complete a paid internship	10%	30%

GOAL 2: PREPARE STUDENTS FOR SUCCESSFUL CAREERS (2 of 2)

Metric Description	2022-23 Graduates	2023-24 Graduates	2024-25 Graduates	2025-26 Graduates	2026-27 Graduates	2027-28 Graduates	2028-29 Graduates	2029-30 Graduates	Actual % Change (baseline-Fall 2030)
Percentage of AAS graduates employed at time of graduation	53%	53%	54%	56%	58%	60%	65%	75%	40.7%
Percentage of baccalaureate graduates employed at time of graduation	64%	64%	65%	66%	67%	68%	71%	75%	17.0%
	2018-19 Graduates	2019-20 Graduates	2020-21 Graduates	2021-22 Graduates	2022-23 Graduates	2023-24 Graduates	2024-25 Graduates	2025-26 Graduates	Actual % Change (baseline-Fall 2030)
Associate of Applied Science degree graduates who are consistently employed within one year of graduation	63%	63%	64%	66%	68%	70%	75%	80%	27.0%
Bachelor's degree graduates who are consistently employed within one year of graduation	68%	68%	69%	70%	71%	73%	75%	80%	17.6%
Percentage of undergraduate students who complete a paid internship	10%	10%	12%	14%	16%	20%	25%	30%	209.3%

GOAL 2: STRENGTHEN PROFESSIONAL DEVELOPMENT

Metric Description	FY 2022	2030 Target
CUNY employees who participate in external or internal professional development, leadership or mentoring programs aimed at all levels of the University	15%	80%

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Actual % Change (baseline-Fall 2030)
15%	20%	25%	35%	50%	60%	70%	80%	433.3%

GOAL 3: STRENGTHEN RECRUITMENT BY INDUSTRY PARTNERS

Metric Description	FY 2022	2030 Target
Number of employers on each campus actively recruiting CUNY students for post-graduate employment	TBD	Increase by 20%

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Actual % Change (baseline-Fall 2030)

GOAL 3: AMPLIFY PUBLIC IMPACT RESEARCH

Metric Description	FY 2021	2030 Target
Number of funded research grants	790	Increase by 20%
	FY 2019-21	
Total grant dollars awarded for research (in millions)	\$153	Increase by 20%

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Actual % Change (baseline-Fall 2030)
800	820	840	860	880	900	920	950	20.3%
FY 2021-23	FY 2022-24	FY 2023-25	FY 2024-26	FY 2025-27	FY 2026-28	FY 2027-29	FY 2028-30	Actual % Change (baseline-Fall 2030)
\$154	\$156	\$160	\$164	\$169	\$174	\$180	\$185	20.9%

GOAL 3: DEVELOP STRONGER TIES WITH ALUMNI / FRIENDS

Metric Description	Fall 2022	2030 Target
Fundraising (in millions)	\$182	Increase by 20%

Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028	Fall 2029	Fall 2030	Actual % Change (baseline-Fall 2030)
\$183	\$185	\$187	\$192	\$198	\$206	\$213	\$220	20.9%

GOAL 4: MODERNIZE CUNY

Metric Description	FY 2022	2030 Target
Progress toward becoming an automated, data-informed system through the implementation of university-wide data-informed systems	40%	100%
CUNY annual operating budget set aside as reserves by the University and colleges	2.50%	5%
Revenue generated from monetization of real estate assets	0	\$270,000,000
On-time completion of facilities projects	31%	90%
Buildings in a State of Good Repair	8%	55%

FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	Actual or % Change (baseline-Fall 2030)
49%	63%	73%	76%	80%	87%	94%	100%	150.0%
3.50%	3.80%	4%	4.20%	4.40%	4.60%	4.80%	5%	100.0%
\$1,000,000	\$1,000,000	\$2,000,000	\$50,000,000	\$90,000,000	\$35,000,000	\$50,000,000	\$41,000,000	\$270,000,000
31%	15%	27%	39%	51%	63%	75%	90%	190.3%
8%	10%	15%	23%	31%	39%	47%	55%	587.5%