

## CUNY Lifting New York: Strategic Roadmap Through 2030 (Summary)

| 4 GOALS                                                                                                                                                                             | 14 INITIATIVES                                                                                                                                                                                                                      | 26 METRICS (see the Roadmap for baselines)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| 1. Be a national leader in providing access to higher education for diverse populations of students                                                                                 | 1. <b>Increase enrollment and retention at all levels</b> by implementing a modern approach to admissions, financial aid, scheduling, and other programs and services that removes barriers for students                            | 1. 150,000 undergraduate students enrolled at senior colleges<br>2. 80,00 undergraduate students enrolled at community colleges<br>3. 34,000 students enrolled in graduate degrees and professional programs<br>4. 65% of graduates of NYC Public Schools who enroll in college within six months of high school graduation enroll at CUNY<br>5. Increase Fall-to-Fall retention rates by 15%<br>6. Decrease gaps in retention between racial/ethnic groups by 45%<br>7. 100% of credits in a major count toward completion of the same major upon transfer with a degree between an associate and bachelor's degree program within CUNY<br>8. Achieve a 33% six-year baccalaureate graduation rate for first-time freshmen starting in an associate program<br>9. 287 certificate and degree programs that can be completed fully online<br>10. Decrease the gap in the percentage of CUNY graduate students who are Black, Latino or Native American versus that of undergraduate students from the same groups by 45%<br>11. Eliminate the race/ethnicity-based gap in the percentage of baccalaureate graduates who pursue graduate studies within three years<br>12. Reduce by half the race/ethnicity-based gaps in D/F/Withdrawal/Incomplete rates in general education courses<br>13. Increase associate and baccalaureate graduation rates at CUNY colleges by 5%<br>14. Increase the percentage of students who complete a paid internship to 30%<br>15. Increase the percentage of graduates employed at the time of graduation to 75%<br>16. Increase the percentage of Associate of Applied Science degree graduates who are consistently employed within one year of graduation to 80%<br>17. Increase the percentage of Bachelor's degree graduates who are consistently employed within one year of graduation to 80%<br>18. Increase the percentage of CUNY employees who participate in external or internal professional development, leadership or mentoring programs aimed at all levels of the University to 80% |
|                                                                                                                                                                                     | 2. <b>Develop and implement a system-wide transfer experience</b> that enables students to move seamlessly and successfully between and within CUNY campuses                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                     | 3. Accelerate infrastructure development and strategies needed to support and <b>expand robust, high-quality content in traditional and online modalities</b> across CUNY institutions and meet students needs for flexible courses |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                     | 4. <b>Increase the pipeline of students of color and other underrepresented groups entering graduate and professional programs</b> to amplify equitable outcomes                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 2. Improve our ability to exceed predicted student outcomes and eliminate academic equity gaps with innovative curriculum and support for our world-class faculty staff and faculty | 1. <b>Become a model for academic excellence and innovative pedagogy</b> by employing data-informed best practices for diverse populations and adopting a proactive approach to curriculum development                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                     | 2. <b>Support all CUNY employees with world-class professional development and leadership training</b>                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                     | 3. <b>Prepare students for successful careers</b> by creating intentional connections between the disciplines, workforce skills, and employment outcomes from the moment of enrollment and supporting life-long learning            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                                                                                                     | 4. <b>Strengthen a university-wide ethic of care</b> that prioritizes the well-being of our students, faculty, and staff, embraces diversity, and engenders a true sense of belonging                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| 4 GOALS                                                                          | 14 INITIATIVES                                                                                                                                                                 | 26 METRICS (see the Roadmap for baselines)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| 3. Advance our community through comprehensive research, engagement and services | 1. <b>Amplify the quantity and quality of engaged public impact research and scholarship</b> leveraging CUNY's distinctive scale, diversity, and location in New York City     | 19. Increase total grant dollars awarded for research and number of funded grants by 20%<br>20. Increase fundraising (total voluntary support dollars) by 30%<br>21. Increase the number of employers on each campus actively recruiting CUNY students for post-graduate employment by 30%<br>22. Achieve 100% progress towards becoming an automated, data-driven organization through the implementation of university-wide best-of-breed systems<br>23. Achieve 5% of the colleges' annual operating budget set aside as reserves<br>24. Generate \$270 million from monetization of real estate assets<br>25. Achieve 90% on-time completion of facilities projects<br>26. Achieve 55% of buildings in a State of Good Repair |
|                                                                                  | 2. <b>Establish CUNY as the go-to-choice for student recruitment by industry partners</b>                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                  | 3. <b>Develop stronger ties with alumni and friends of CUNY</b> to amplify opportunities for engagement, new sources of financial support, and a culture of life-long learning |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 4. Modernize the CUNY system                                                     | 1. <b>Become a data-informed system</b> that facilitates effective decision making, the optimal use of resources, and compliance with federal, state and local laws            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                  | 2. <b>Explore new budget and operating models</b> , optimizing flexibility and new sources of revenue                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                  | 3. <b>Provide</b> students, faculty, and staff with <b>state-of-the-art environmentally sustainable and accessible facilities</b> to support innovation and learning           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |