

CUNY LIFTING NY

2023-2030 Strategic Roadmap





For the first time, the Empire State Building lit CUNY blue to honor our University's 175th anniversary

INTRODUCTION

In the summer of 2021, following nearly 18 months of disruption and innovation occasioned by the COVID-19 pandemic, The City University of New York (CUNY), under the leadership of Chancellor Félix V. Matos Rodríguez, began preparing for a bigger, better, bolder future.

The University's objective was clear: create a strategic plan for CUNY that expands the frontiers of knowledge, accelerates our role as the nation's greatest educational vehicle for equity and upward mobility and amplifies the well-being of the citizens of the City and State of New York.

Guided by the Chancellor's vision, a talented group from across the University explored emerging trends and opportunities affecting public colleges and universities nationwide. The group engaged in a deep review of the strategic plans, self-studies and notes from more than 70 convening bodies, taskforces and working groups from across the University. Together, they identified a series of common patterns, shared opportunities, and challenges across our 25 campuses.

From this work, one inescapable conclusion emerged: CUNY is singular in its ability to uplift the trajectory of its students, the City and State of New York, the nation and the world through life-changing education. The University's unique combination of access, affordability, academic success, and research and innovation, infused by an unrelenting focus on equity and upward mobility, generates and magnifies transformational outcomes for our constituencies.

Six key thematic areas from our review emerged as focal points:

- 1.** creating a student-centered, equity-driven university;
- 2.** catalyzing upward mobility and prosperity;
- 3.** nurturing and renewing the academic core;
- 4.** designing a convergent research and innovation ecosystem;
- 5.** reimagining University finance and infrastructure; and
- 6.** promoting college differentiation and university integration.

The Strategic Roadmap Steering Committee, representing a cross-section of diverse perspectives, backgrounds and experiences from the entire University community, led more than 140 leaders from around CUNY in developing strategic roadmaps for each of these areas over the course of one year. More than 2,000 members of the University community engaged with the committees and provided meaningful input during themed town halls, listening sessions and engagement opportunities. The discussions were robust, thoughtful and inspired.

From this community vision, ***CUNY Lifting New York***, our new strategic plan, now emerges. The plan will shape our future as a modern university consistent with the ideals that created CUNY 175 years ago. We will invest in and support each college's individual, differentiated institutional identity to collectively meet the diverse needs and interests of students across our region. We will elevate our system to magnify the collective impact of our 25 campuses in ways that exceed the sum of our parts. By leveraging scale economies, developing platforms and incentives for collaboration and focusing the totality of our resources on serving our students, communities and an inclusive economy for New York, CUNY will amplify its position as the nation's premier urban university and a force for equitable social, economic and civic impact.





UNIVERSITY MISSION

The City University of New York is the nation's largest urban public university, a transformative engine of social mobility and scholarship that is a critical component of the lifeblood of New York City. Founded in 1847 as the nation's first free public institution of higher education and united as a system in 1961, CUNY today has 25 colleges spread across New York City's five boroughs, serving 226,000 degree-seeking students, 153,000 continuing education and certificate students, and awarding 55,000 degrees each year to individuals of all ages. More than 80 percent of the University's graduates stay in New York, contributing to all aspects of the city's economic, civic and cultural life, and diversifying the city's workforce in every sector. The University's historic mission continues to this day: provide a public first-rate education to all students, regardless of means or background.

The mission of The City University of New York is embodied in state education law, Article 125, Section 6201, as the finding and intent of the New York State Legislature.



EXECUTIVE SUMMARY

This strategic plan sets forth our high-level community vision and goals for the future of the City University of New York to the end of this decade. CUNY will publish detailed action plans each year that identify the concrete steps, metrics and progress expected to be achieved annually for each goal identified. This multi-layered approach will provide the flexibility, creativity and discipline necessary to meet this exciting, vital period of change for CUNY.



OUR GOALS

By 2030, CUNY will transform into the nation's foremost student-centered urban University system. By expanding access, accelerating student success, strengthening academic quality and scholarly excellence, focusing on outcomes beyond graduation, engaging our communities and modernizing across the system, we will amplify our impact as the nation's greatest higher education engine of equity and upward mobility and advance the well-being of all residents of the City and State of New York.

All measures intended to be achieved by 2030 unless otherwise stated. Annual action plans will be published that identify and report the specific progress expected and achieved for each metric each year.



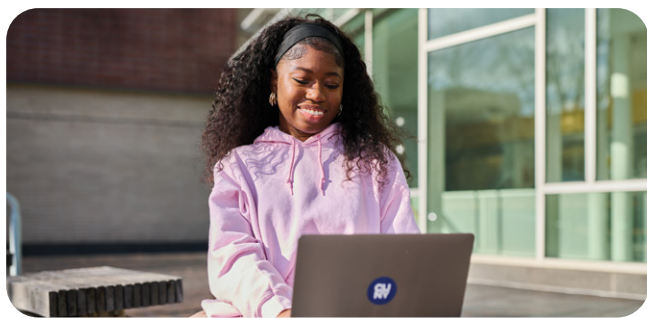
GOAL #1

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

CUNY's impact as an engine of social and economic mobility is limited only by the number of students that we serve. We will be a national leader in providing widespread access to higher education that is not only worldclass, but also student-centered, attainable, affordable and tailored to meet the needs of our diverse

communities. We will actively recruit and retain new cohorts of diverse students at every level of instruction and remove operational and societal barriers to entry and retention. We will provide high-quality programs in any modality or format that students need to be upwardly mobile, engaged citizens throughout their lives.

GOAL #1



INITIATIVE #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.

As a large urban university, CUNY serves a diverse student population with myriad challenges to enrollment and retention. It is critical that we increase engagement before matriculation, remove barriers to enrollment and retention, and upgrade our infrastructure to provide the administrative support needed by our current and prospective students throughout their educational journey.

To facilitate broad access to educational opportunity, we will build stronger connections with high school students in our communities and strengthen our partnership with the New York Department of Education at every level. We will introduce students at an early age to CUNY and its opportunities for advanced learning and advocate for expansion of the successful early college model. We also will engage with adults to strengthen our provision of credit for prior learning for degree attainment, expand

opportunities for credentials that improve employment outcomes, and bolster our continuing education programs. We will explore new modalities of instruction and scheduling of courses to facilitate maximum flexibility, stackability, convenience and access for all those we serve. We will leverage the resources of the Central Office to market effectively and efficiently the distinctive programs across our 25 campuses.

To improve the student experience and facilitate retention, we will refine our policies and practices touching on all aspects of student life and customer service to ensure they are best in class, student-centered, and universally accessible. We will use advanced technology across CUNY wherever possible to communicate with, engage, and serve our constituents proactively on demand at any time or place.

GOAL #1



INITIATIVE #2

Develop and implement a system-wide transfer experience that enables students to move seamlessly and successfully between and within CUNY campuses.

Evidence has repeatedly demonstrated that students' time to degree completion directly correlates with their graduation rates. Factors that unnecessarily delay educational progression are inefficient, costly, and unjustifiable. These effects are amplified for students from lower socioeconomic backgrounds, who often have fewer safety nets and less experience on which to rely.

CUNY's founding legislation states that the university "must remain responsive to the needs of its urban setting and maintain its close articulation between the senior and community college units" so as to operate the University as "an integrated system." Although much progress has been made to facilitate transfer among CUNY institutions, work remains to be done. We will leverage discipline councils across the campuses to establish course equivalencies in content and quality in early foundational courses within the majors to provide smooth transitions between and

among community colleges and senior colleges, where most transfer occurs. We will promote articulations between campuses, remove institutional barriers to transfer, and ensure that 60 credits of instruction that advance degree progression are fully transferable between CUNY's institutions to the maximum extent feasible.

As new programs are identified, we will encourage the intentional development of explicit pathways in which credits within the major may seamlessly build and transfer across CUNY from the certificate and associate level, where applicable, to Bachelor's, graduate and/or professional degrees. In conjunction with faculty, CUNY will build additional pathways from non-credit-bearing programs to credit-bearing ones and design degree progression in multiple modalities to maximize flexibility and accommodate students with a variety of learning needs.

GOAL #1



INITIATIVE #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.

The COVID-19 pandemic highlighted the utility and universality of online education in ways not previously experienced. High-quality multi-modal programming is now a component of many academic degree programs and student portfolios. For those students who can only access a CUNY education in an online format, perform better in an online environment, or desire the flexibility that online programming offers because of family responsibilities, jobs, and distance to our physical campuses, CUNY is uniquely positioned to offer such programming at a lower cost and higher quality level than many entities serving these students in the City, State and region.

In 2021, CUNY launched CUNY Online to jumpstart the creation of asynchronous online and hybrid degree programs at our 25 campuses. We will accelerate and expand these efforts to build a first-class portfolio of online

academic offerings at all levels of instruction. CUNY's Office of Academic Affairs is uniquely situated to build needed infrastructure, partner in setting strategy and policy across the system with faculty for new programs, and develop enrollment and student support services to meet the particular needs of fully online students. We will invest resources, provide expertise and develop faculty training programs and infrastructure to enable the campuses to provide online courses and programming. We will create formalized engagement and collaboration between the Office of Academic Affairs and CUNY's Office of Computing Information Services through a new Office of Academic Technology and Innovation to ensure that we adopt and employ immersive technology at the front lines of development for the benefit of our students. Data and analytics infrastructure will be developed to ensure ongoing progress towards this initiative.

GOAL #1



INITIATIVE #4

Increase the pipeline of students of color and other underrepresented groups entering graduate and professional programs to amplify equitable outcomes.

CUNY's graduate and professional programs are well known nationally and serve a diverse population of students. Nevertheless, there are equity gaps between the demographics of our undergraduate students and those seeking advanced degrees. CUNY's robust diversity makes us uniquely situated to increase the number of underrepresented groups in graduate education, professional schools, and post-graduate training. We will ensure the skills, knowledge and experience needed to meet the demands of a 21st century knowledge economy are open to all communities. The wage and employment premium afforded by advanced studies demonstrates that such pursuits are a key ingredient for increasing the upward economic mobility of our students.

We will evaluate our recruitment, admissions, marketing and support systems to ensure equity in outreach

and opportunities for underserved populations in graduate education. We will develop comprehensive mentoring programs for underserved populations in our undergraduate institutions that target high-achieving students beginning at matriculation to expose them to research opportunities and mentorship relating to graduate education. We will evaluate the connection between our current portfolio of master's degrees and opportunities for study at the Ph.D. level to ensure that multiple pathways exist for students to achieve advanced degrees and expand our 4+1 models that allow accelerated completion of graduate and professional degrees. We will explore new funding models for graduate compensation to ensure we are competitive in attracting and retaining talent.

GOAL #1 METRICS*

150K

Undergraduate students
enrolled at senior colleges

Baseline: 129,400 (Fall 2022)

80K

Undergraduate students
enrolled at community colleges

Baseline: 67,600 (Fall 2022)

34K

Students enrolled in graduate
degrees and professional programs

Baseline: 28,900 (Fall 2022)

65%

Graduates of NYC Public Schools
who enroll in college within six
months of high school graduation
will enroll at CUNY

Baseline: 57% (Class of 2021)



+15%

Increase Fall-to-Fall retention rates

Baseline (Fall 2021 Cohort):

- 57% for associate degree first-time freshmen
- 75% for bachelor's degree first-time freshmen
- 73% for bachelor's degree-seeking transfers

33%

Six-year baccalaureate graduation rate for first-time freshmen starting in an associate program

Baseline: 18% (Fall 2016 cohort)

-45%

Reduce gaps in retention between racial/ethnic groups

Baseline: Gaps in retention between Black/Latino/ Native American students and those of other racial/ ethnic groups

- 10% for associate degree first-time freshmen
- 10% for bachelor's degree first-time freshmen
- 7% for bachelor's degree-seeking transfers

287

Number of certificate and degree programs that can be completed fully online

Baseline: 82 (Fall 2021)

100%

Credits in a major that count toward completion of the same major upon transfer with a degree between an associate and bachelor's degree program within CUNY

Baseline: To be established through the work of the transfer initiative

-45%

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

Baseline 21% (Fall 2022): Gap in the percentage of undergraduates (57%) versus graduate students (36%) who were Black/Latino/Native American among those enrolled.

0

Eliminate race/ethnicity-based gap in the percentage of baccalaureate graduates who pursue graduate studies within three years

Baseline 1.3%: The gap between Black/Latino/Native American baccalaureate graduates and those of other racial/ethnic groups (2018-2019).



*All measures intended to be achieved by 2030



GOAL #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

Students choose CUNY because of our excellent faculty and staff and CUNY's commitment to their intellectual and emotional development, career exploration and success, life-long learning, and overall economic mobility. Furthermore, the University delivers these aims with a commitment to affordability and value. CUNY will be a higher education model for academic excellence in urban, extremely diverse classrooms using data-proven methodologies, staff and faculty development and support, and programs that are at the forefront of change.

We will strengthen our existing evidence-based programs and develop new models for the unique needs of all students, including online students, to increase enrollment,

retention and graduation rates. We will amplify our students' social and economic mobility by strengthening the outcomes for our General Education courses and by creating intentional connections between the disciplines and employment skills and pathways that help students shape their future purposefully. Recognizing that our students, faculty and staff thrive when their holistic needs are met and they are deeply connected to CUNY, we will collaborate across institutions to develop an ethic of care that prioritizes their well-being and meets essential needs. Staff and faculty also will be provided with recognition of their contributions and first-class professional development opportunities that support continuous growth throughout their employment.

GOAL #2



INITIATIVE #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.

At the heart of CUNY is its core mission of access to higher education for diverse urban populations. To fulfill this mission, we must not only attract students, but also retain and graduate them with the knowledge and skills needed to live productive and fulfilled lives. To meet these goals, we will sustain and amplify our dynamic approach to curriculum and engagement at all levels of instruction, which amplifies student learning and success and closes equity gaps between student groups.

We will strengthen our assessment of academic programs and effectiveness to ensure first-in-class curriculum and equitable learning within each college and across the University. Pedagogy delivered in all modalities will be improved continuously at scale across the University

using best practices, comprehensive data and the latest research and innovation relating to subject matter. The means necessary to ensure robust assessment will be implemented in order to ensure equitable learning within each college and across the University.

CUNY will continue to partner with faculty to create exciting curriculum and programs at all levels that respond in realtime to the advancement of knowledge and its application to societal and economic benefit of our City and State. We will engage with industry partners to anticipate demand for new areas of expertise and meet the needs of a 21st century workforce. We will invest in instructional technologies that enhance student learning and engagement across all modalities.

GOAL #2



INITIATIVE #2

Support all CUNY employees with world-class professional development and leadership training.

Our outstanding staff are essential to every aspect of our operations, instrumental to the student experience, and a cornerstone of the University. We are committed to their continued professional growth and development in all aspects needed for successful careers at the university. We will implement new opportunities for leadership training and skill development to improve services across the board. We will identify ways of recognizing and communicating staff excellence and reward exemplary job performance. We will ensure that we communicate opportunities for advancement and career progression within our job categories.

Faculty are at the heart of our university and the most important influence in a student's academic journey. Not only do faculty members advance students' knowledge and skill development, but they also act as mentors and role models, particularly for our first-generation college students. They also advance the creation of knowledge

and engage with our communities for the betterment of society. We must ensure that faculty members have the tools they need both to support our students and to thrive as professionals at all stages of development.

CUNY will support, elevate and honor faculty teaching excellence, scholarly achievement and mentorship. We will provide faculty with ongoing, high-quality professional development to ensure all are equipped with the latest skills and knowledge relating to the science of learning. We will support and expand mentorship programs for faculty and staff to maximize professional success and foster interdisciplinary collaboration between the 25 campuses. The University Office will partner with the campuses to review policies and practices to ensure that we reward and retain faculty who are excellent scholars, foster teaching excellence and mentor our students with an eye toward the futures that students want to pursue.



GOAL #2

INITIATIVE #3

Prepare students for successful careers by creating intentional connections between the disciplines, workforce skills and employment outcomes from the moment of enrollment and supporting lifelong learning.



Many students engage in higher education in part to increase economic mobility and enhance employment outcomes. These goals are consistent with the University's mission to support our communities, advance the pool of human knowledge, and pursue research, scholarly activity, and creative works for the benefit of society. CUNY will prepare our students rigorously for meaningful careers and position them to fill the needs of the City, State, and global economy. CUNY also will remain a key partner of our alumni as they return to acquire new knowledge, credentials, or training opportunities to meet the changing and evolving nature of work in our society.

Beginning with orientation, campuses will systematically and intentionally connect students' potential career pathways and academic interests to ensure an engaged alignment between their goals and our curriculum. We will expand access to career services to encourage early exploration of post-graduate pathways and identify meaningful internship opportunities. We will expand experiential learning opportunities throughout the curriculum to provide real-world experience connecting

the classroom to the lived experience. Through the CUNY Inclusive Economy Initiative, we will bolster student career outcomes by investing in campus capacity to build relationships with employers and help students identify and align their academic and co-curricular experiences towards specific career aspirations.

We will assess our curriculum regularly to ensure that it meets the knowledge, skills, and experience of the changing global economy and our industry partners. We will build deliberate relationships with alumni and leaders of industry to equip current students with career exploration and proactive connections to employment. We will work to ensure that non-degree pathways also provide industry-relevant credentials for New Yorkers looking to advance their professional goals.

We will define multiple entry and exit points that make CUNY a constant in lifelong learning for all New Yorkers. We will strengthen mechanisms that recognize meaningful prior learning as a legitimate potential source of academic credit and schedule courses flexibly in a variety of modalities that meet the needs of adult learners and non-traditional students.



INITIATIVE #4

Strengthen a university-wide ethic of care that prioritizes the well-being of our students, faculty and staff, embraces diversity, and engenders a true sense of belonging.

There is no higher priority than supporting the well-being of our students, faculty and staff. CUNY is committed to fostering an environment in which diverse people are respected and engaged and truly belong as full members of our University community.

We will strengthen and adopt policies and practices that support a holistic approach to student engagement. We will recenter student support to include the essential needs of modern students through the development of a community of care addressing mental health issues, food and housing insecurity, and other basic needs that must be met for learning to thrive. We also will review our practices and adopt new policies to provide faculty and staff with flexibility in achieving work-life balance, professional advancement within our institutions, and meaningful engagement across our CUNY communities. We will evaluate thoughtfully how

our practices, intentional and unintentional, affect diverse populations and affirm the expansive diversity of New York City throughout our 25 campuses.

To achieve these goals, we must foster an environment in which respectful dialogue and the free exchange of ideas coexist. Our 25 campuses are anchor institutions in our communities and must facilitate collaborative, constructive and open conversations, including those which are ideologically divisive. We will work across the campuses to establish a university-wide environment that affirms diversity, facilitates difficult conversations that divide our society, promotes empathy and engaged citizenry and advances solutions to the complex problems facing our communities.



GOAL #2 METRICS*

7.5%

Reduce by half race/ethnicity-based gaps in D/F/Withdrawal/Incomplete (DFWI) rates in general education courses

Baseline:

- 15%: The gap in the DFWI rate among Black/Latino/Native American students (39%) and those of other racial/ethnic groups (24%) in Fall 2021

+5%

Increase associate and baccalaureate graduation rates at CUNY colleges

Baseline: CUNY graduation rates for first-time freshmen

- **Community colleges:** 27% three-year graduation rate (Fall 2018 cohort)
- **Senior colleges:** 55% six-year graduation rate (Fall 2015 cohort)

30%

Percentage of students who complete a paid internship

Baseline: 10% participated in a paid internship (2022)

75%

Percentage of graduates employed at time of graduation

Baseline:

- 64% bachelor's degree graduates (Cap and Gown Survey, 2021-22)
- 53% A.A.S. degree graduates (Cap and Gown Survey, 2021-22)

80%

Associate of Applied Science degree graduates who are consistently employed within one year of graduation

Baseline: 63% (2017-18 graduates)

80%

Bachelor's degree graduates who are consistently employed within one year of graduation

Baseline: 68% (2017-18 graduates)

80%

CUNY employees who participate in external or internal professional development, leadership or mentoring programs aimed at all levels of the University

Baseline: 15% (2023)



*All measures intended to be achieved by 2030



GOAL #3 Advance our community through comprehensive research, engagement and service

CUNY plays an integral role in the lifeblood of our communities. Our cutting-edge research in service to the public elevates our teaching, expands the frontiers of knowledge and culture and generates innovative and transformative advances for our City, State, nation, and world. Our engaged partnerships with local governments, leading industries, employers, nonprofits and change

agents create exciting opportunities for our students both during and after their studies at CUNY. By working together in areas of mutual interest, these partnerships have the potential to facilitate interdisciplinary and inter-campus collaborations that magnify, in some cases radically, our effectiveness and impact as an institution.

GOAL #3



INITIATIVE #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.

Scholarly research and creative works are core components of CUNY’s mission to advance knowledge. Research creates new knowledge that informs the curriculum, advances critical thinking, and catalyzes innovative discoveries that propel social and economic progress. Research also creates a virtuous cycle of new opportunities, resources and investments that strengthen our institution.

Our research and creative work will evolve and lead the changing global, digital knowledge economy. We will leverage our unique attributes of proximity, scale, and interdisciplinarity to identify and engage in areas of public impact research for the well-being of our communities. Our demographic diversity, combined with our commitment to equity and the public interest, will fuel CUNY innovation

and contribute solutions to the complex issues facing our City, State, nation, and world.

We will strengthen our research ecosystem to facilitate and support the growth of externally funded research, scholarship, and creative activities in all areas. We will foster transdisciplinary collaboration across campuses that elevates the excellence and research capacity of CUNY’s campuses while simultaneously identifying and incentivizing key areas for collaboration across the University. In partnership with the engaged faculty, campus research and grants offices, and the CUNY Research Foundation, we will refine our research policies and procedures to ensure they foster ethical engagement and legal compliance across the institution.

GOAL #3



INITIATIVE #2

Establish CUNY as the go-to choice for student recruitment by industry partners.

CUNY’s students are talented, diverse, resilient and motivated. They are prepared to contribute meaningfully at the top echelons of industry and society. Nevertheless, some employers in our region do not actively recruit from CUNY. Our campuses lie in the heart of the greatest city in the world with unparalleled employment opportunities. We will introduce industry leaders to our students and build partnerships that grow employment pipelines for

internships and meaningful work. We will facilitate input on our curriculum from leaders across New York City and also increase their engagement with faculty and students. We will connect industry talent acquisition and CUNY students directly through a centralized, career-focused office. This unit will create a clear “front door” for industry, share insight from employers and ignite partnerships across CUNY.

GOAL #3



INITIATIVE #3

Develop stronger ties with alumni and friends of CUNY to amplify opportunities for engagement, new sources of financial support and a culture of lifelong learning.

The network of CUNY alumni and friends is extensive. Although many have ongoing connections with a campus, there is no central University alumni organization. This limits CUNY’s ability to amplify opportunities and achievements, build connections with our communities, build career pathways and foster cross-campus development. It also limits the impact of CUNY’s identity and branding as a source of

lifelong learning for alumni. We will implement technology to centralize an alumni database and expand alumni and friend engagement. We will strengthen the CUNY brand through increased investment in marketing at the University level and work collaboratively with the campuses to increase development, propel current students into their desired futures and increase alumni engagement.

GOAL #3 METRICS*

+20%

Total grant dollars awarded for research and number of funded grants

Baseline:

- \$153 million – research awards (three-year rolling average, FY 2019-2021)
- 790 – number of funded research grants (FY 2021)

*All measures intended to be achieved by 2030

+30%

Fundraising (total voluntary support dollars)

Baseline: \$182 million (three-year rolling average of 25 campuses, FY 2019-2021)

+20%

Number of employers on each campus actively recruiting CUNY students for post-graduate employment

Baseline: Data source to be determined



GOAL #4 Modernize the CUNY system

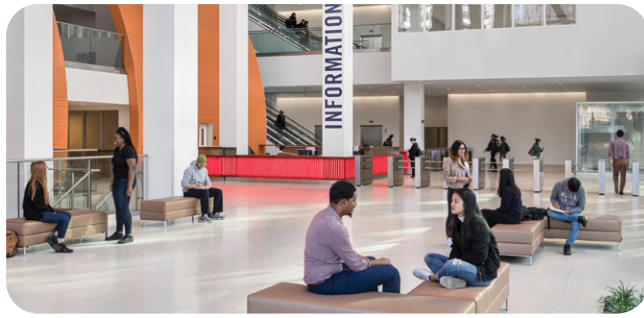
As a result of the COVID-19 pandemic, CUNY, like all other institutions of higher education, experienced change at a magnitude and pace never before witnessed. We are proud of how our community rose to the occasion and have learned many lessons that will improve our future ability to meet student needs in times of change. There will be no return to the status quo, and we must find new ways to operate in this environment of increasing challenges and limited resources. We must also acknowledge and reflect on the needs of our system today, which operates in an environment that differs substantially from the educational, political, demographic and fiscal landscape of our City and State at the time the CUNY system was created more than 60 years ago.

We will evaluate and reimagine all aspects of our system and workforce so that we can achieve our mission and confidently lead our constituencies into the future. CUNY's future success lies in the balance struck between its 25 campuses and the University office. Our unique mix

of distinctive programs on campuses that are in close proximity across New York City allows students to choose the optimal combination of education and services that meet their individual needs. At the same time, duplication of services, programming and effort across the campuses can create inefficiencies and financial challenges that impair our access mission.

We will engage in an enterprise-wide review of our programs, policies, processes and technology to bolster efficiencies of scale while maintaining the diversity and distinctiveness of our campuses and workforce. We will leverage knowledge across the campuses to continue to create best-in-class approaches and explore trans-campus majors that are financially sustainable. We will share resources and leverage purchasing power to facilitate maximum cooperation and efficiency.

GOAL #4



INITIATIVE #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.

The ability to use technology and data to improve our programs and operations has exploded in the last decade. CUNY is committed to using these tools to improve the student experience and support all aspects of our operations. To achieve that end, we must employ tools that intentionally and thoughtfully connect across our campuses and with operations at the University Office. Disparate systems that work autonomously impair our ability to implement integrated solutions at scale efficiently and in real-time. Uncoordinated approaches also increase inequity among our colleges and lead to uninformed decision-making, increased vulnerability to cyberthreats and risk of noncompliance with local, state and federal law.

We will automate our programs and processes by using the latest integrated technology across the system and our campuses. The University will ensure that technology is coordinated university-wide to benefit the entirety of the academic enterprise at the campus and system levels. Tools will be developed to ensure the health and vitality of CUNY's diverse academic programs and students supports and strengthen the conditions for CUNY to thrive in an increasingly volatile environment. We will build on a data infrastructure and culture of evidence that ethically and responsibly allows for a systemic, targeted, and informed implementation with state-of-the-art cybersecurity measures in place for protection.

GOAL #4



INITIATIVE #2

Explore new budget and operating models, optimizing flexibility and new sources of revenue.

Our ability to evolve as an institution is limited by funding constraints and the rigidity of historical policies and practices. We must adopt a growth mindset that challenges the status quo and strengthens our ability to adapt and evolve as new opportunities and challenges arise. We likewise must pursue additional creative sources of funding beyond governmental support to grow our faculty, research and creative activities, and programs to support student success.

We will consider new budget models to implement new policies that encourage entrepreneurial thinking and innovation across senior and community colleges. This will increase the University's financial independence from overreliance on State and City funding, which will be allocated in a transparent and equitable manner.

We will implement multiyear budget planning to mitigate the impact of cyclic budget fluctuations and promote financial sustainability. We will reengineer the budget process, incorporating a holistic multi-year operating and capital budget planning process with a goal of establishing a sustainable model for funding the CUNY mission, anticipating and mitigating risks, and supporting strategic goals.

We will review models and best practices to develop a funding methodology that allocates needed resources efficiently and incentivizes colleges to excel in the performance management process. This will contribute to motivating the colleges to improve performance in a manner aligned with the University strategic goals.



INITIATIVE #3

Provide students, faculty and staff with state-of-the-art environmentally sustainable and accessible facilities to support innovation and learning.

The University has 300 buildings located in all five boroughs of New York City, comprising 29 million square feet of classrooms, research labs, computer centers, theaters, athletic and recreational facilities, administrative offices and other spaces that support the CUNY mission. These same facilities are used by thousands of New Yorkers who live in the communities surrounding our campuses.

We are committed to undertaking projects to maintain and improve the University’s infrastructure that are essential to student success, recapture underutilized spaces, improve technology and provide for campus expansions. It is only through upgrading our facilities portfolio that the University will be able to ensure that our graduates are ready for the high-demand industries and positions of today and of the future.

CUNY will embrace dynamic and continuous master planning, aligning infrastructure with the overall strategic goals of the university in the context of an innovative and data-driven environment. This will improve flexibility of teaching/learning and heighten transparency and standardization where appropriate.

We will intentionally pursue system efficiencies that will enable the university to deliver superior facilities performance, producing a long-term state of good repair across all campus properties. We will also develop and maintain requirements

contracts for qualified vendors in engineering and construction to enhance our ability to engage vendors in a timely fashion to complete projects. We will upgrade the training and accountability of our project managers to enhance our completion rate and improve the efficiency of projects and their timely completion on budget. We will explore new capital funding opportunities including public-private partnerships, philanthropic, City and State funding which amplify our resources and collaboration with outside partners.

CUNY will continue to implement campus-specific procedures, Asset Lifecycle Management, and long-term sustainability along with fully realizing real estate asset value to ensure resources for facilities and technology infrastructure. We will utilize our expertise and best practices to develop standard operating procedures to maintain our facilities at excellent, standardized levels across all campuses. This will ensure long-term availability of physical facilities, building systems and technology infrastructure. CUNY will take comprehensive action to improve the efficiency and equity of the procurement, hiring, and IT acquisition processes. We will continue to actively connect MWBEs and SDVOBs with business opportunities and will enhance and expand the program to ensure that NYS-certified diverse suppliers are provided an equal opportunity to offer goods and services at competitive prices. This will strengthen technological agility and leverage shared resources and assets.



GOAL #4 METRICS*



100%

Progress towards becoming an automated, data-driven organization through the implementation of university-wide best-of-breed systems

Baseline: 40% (2022)

5%

Of the colleges' annual operating budget set aside as reserves

Baseline: 2.5%

\$270M

Revenue generated from monetization of real estate assets

Baseline: Zero

90%

On-time completion of facilities projects

Baseline: 31%

55%

Buildings in a State of Good Repair

Baseline: 8%

*All measures intended to be achieved by 2030



For our progress on these goals
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