CUNY’S STRATEGIC FRAMEWORK:
Preliminary Implementation Approach
Presentation to the Faculty Advisory Group
September 25, 2017
CUNY’s transformative power

CUNY is an economic engine of mobility. In a groundbreaking study conducted by a group of prominent economists led by Raj Chetty from Stanford University:

- 6 of our Colleges are among the top ten in the country in propelling students from low income levels to the middle class and beyond

- Our colleges launched more students into the middle class than all 8 Ivy Leagues plus Stanford, MIT, Duke, and Chicago combined

CUNY yields tremendous benefits to this great city, advancing knowledge and ensuring that more students receive the degrees that lead to great careers; embracing its immigrants; enriching the city’s cultural and intellectual life.
Why a strategic framework?

To **reinvigorate** CUNY’s mission:

- The University will improve its academic excellence and expand its historic commitment to broad access and equal opportunity. The City University is an indispensable vehicle for the upward mobility of all New Yorkers, especially those from low income, immigrant and underrepresented groups.

Our mission must meet the challenges of the 21st century and fulfill our mandate for this new era:
- Though talent is distributed evenly across demographic groups and income levels, opportunity is not
- Post-secondary degrees and certificates are more important now than they ever have been
- The knowledge-based economy requires graduates who are entrepreneurial, innovative, and collaborative
CUNY can do more to maximize its impact

We can leverage our strength as a University system and achieve the following:

- Expand access to more New Yorkers
- Increase graduation rates
- Launch more of our graduates into well-paying, rewarding careers
- Advance research, scholarship, and creative activity
- Implement a new economic model that will improve our administrative effectiveness
Components of the new vision

STUDENT SUCCESS
(1) College Readiness
(2) Access & Completion
(3) Career Success

KNOWLEDGE CREATION

A NEW ECONOMIC MODEL FOR CUNY
CONNECTED CUNY: The Strategic Framework
Chancellor Milliken, Executive Vice Chancellor Rabinowitz

Standing Councils, Groups, and Committees
- Chancellor’s Cabinet
- Council of Presidents
- Board of Trustees
- University Provosts
- Faculty, student, and other advisory groups and councils

External Engagement
- K-12
- Higher Education
- Government
- Industry
- Community partners
- Funders

Teams
(College and Central Office reps)
- Research & Evidence
- Communications & Engagement
- Operations & Technology Support

- Access & Completion
- College Readiness
- Career Success
- Knowledge Creation
- New Economic Model for CUNY
Draft Student Success Focus Areas

Momentum to Degrees

Completion to Career

Campus Inquiry and Innovation

Measures of Success, Evidence, and Data Tools

Pre-College Momentum
- Complete remediation
- Early College

Culture of Completion

Momentum Campaign
- Remediation Reform and Gateway Course Redesign
  - Take 15/30
  - Degree Mapping

ASAP/ACE

Transfer Success

Career Pathways Initiative

Sector-based Industry Hubs

Career Readiness & Advisement

Web Tools

CUNY – The City University of New York
Draft Knowledge Creation Focus Areas

The planning team is exploring ways that CUNY can invest in its faculty’s knowledge creation, research, innovation and focus intellectual resources on key urban issues, including:

- Raising CUNY’s profile through encouraging cross-campus, cross-city, interdisciplinary collaboration around the problems and challenges of a global megacity
- Building support for cluster hiring around interdisciplinary urban themes
- Supporting hiring, development, and retention of diverse, talented faculty with new professional development programs