

# New York City College of Technology

## 2019-2023 STRATEGIC PLAN

Updated, July 2020

### INTRODUCTION

This City Tech Strategic Plan 2019-2023 is being updated as the Covid-19 pandemic of 2020 ravages the globe, challenging governments, communities, and individuals to look to a future that cannot be fully envisioned. We are guided in planning by an unwavering focus on the students and the quality of their education, the ultimate locus of value and measure of institutional success. We are committed to offering a program of study to all students that is both supportive and challenging and that equips our graduates to live productively amidst rapid change.

The college is one of many hundreds of institutions across the nation that have moved quickly from face-to-face to emergency remote teaching because of the pandemic in order to comply with social distancing mandates. Distance learning technology has enabled the college to deliver instruction almost uninterruptedly to our 16,000+ students, enabling them to complete the Spring 2020 semester and, in many cases, to receive their diplomas. This has been an extraordinary effort. Yet the process has also been fraught with concerns about equity, access, and efficacy; these concerns will inform consideration of an enlarged role for online learning going forward. We are determined, however, not to permit the constraints of the moment to limit us in recognizing the full potential of various forms of online learning as a key learning modality.

City Tech's vision of technological education is a broad one. A rich array of general education offerings enables students to explore the cultural, ethical, and political contexts of scientific and technological advances and to consider the downstream societal impact of their chosen career paths. Technical and career programs are grounded in larger humanistic and social science perspectives that provide ballast for the exponential growth of technological solutions.

The genesis of this 2019-2023 Strategic Plan may be found in the Strategic Plan 2014-2018 and in the recommendations that emerged from the Middle States Self-Study of 2018. Yet this moment requires that we summon courage to do more than business as usual—as we design the college's best instantiation of our mission: to be a community [that] nurtures an atmosphere of inclusion, respect, and open-mindedness in which all members can flourish. As City Tech emerges from the pandemic and faces seemingly inevitable financial constraints, we must get the next phase right.<sup>1</sup> The Mission endures, how we achieve it must be continually re-examined—in doing so, it will be especially important to have clarity of purpose. Framing a response to COVID has required a unifying vision and clear priorities. Ironically, imperfect as they are, online meetings have reminded us of the importance of focus, flexibility, and collaboration.

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<sup>1</sup> McKinsey & Co. *Getting the next phase of remote learning right in higher education*. Public Sector Practice, 2020.

## CITY TECH'S OVERARCHING INSTITUTIONAL GOALS

- Increase access, enrollment, and retention
- Increase timely degree completion
- Graduate students who are workforce or graduate and professional school ready

This Strategic Plan posits enabling student learning as the college's primary goal and envisions institutional integration as the mechanism for optimizing support for students as a critical tool in advancing learning. As a college of technology seeking to advance knowledge and professional practice as well as prepare students to work successfully in a technologically rich and sophisticated world, the college must itself embrace and embed technology astutely across all of its elements. To fulfill its mission and overarching institutional goals in these times, City Tech must attain these Strategic Goals:

### Goal I: Enable learning

#### FOCUS AREA: STUDENTS

City Tech enabled students to complete the Spring 2020 semester even as the COVID-19 pandemic forced the physical closing of all CUNY institutions. While prior to the pandemic less than 20% of City Tech courses were delivered using an online or hybrid modality, almost overnight the closure required 100% of courses to be taught online. This rapid conversion to emergency remote teaching<sup>2</sup> presented a steep learning curve for students and faculty. A fundamental challenge of educational equity: how to ensure technology access and connectivity for all students, was profound. Other challenges included how to address significant disparities in the faculty's ability to teach effectively online with insufficient preparation; how to provide appropriate accommodations for students with disabilities in the virtual environment; how to deliver online instruction in courses of study that require hands-on applied learning; and, how to assess student learning in a virtual environment. The financial precarity that many students face in ordinary circumstances was exacerbated by the pandemic and some students were unable to meet urgent basic needs. These issues will continue to confront us even when the current crisis abates.

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<sup>2</sup>We distinguish remote learning and online learning. "Remote learning" refers to the temporary move of in-person or hybrid courses to an online teaching and learning format. "Online learning" refers to instruction designed specifically for use in an online format.

## Ia. Enable learning through deeply informed and creative instruction

### STRATEGIES

Cultivate a climate of welcome into our academic community

- Create proactive navigation assistance
- Ensure departmental readiness to receive and support students

Ensure consistent quality, relevance, and accessibility of academic offerings

- Maintain rigorous accreditation and program review process
- Continuously update industry-informed career-focused programs and continue to develop new ones
- Explore where online programs might serve to support student needs and goals
- Practice Universal Design in creating truly accessible learning spaces, tools, and materials
- Use data analysis to ensure course availability

Nurture a consistent standard of instruction across modalities, departments, programs, and courses

- Offer professional development to full-time and part-time faculty to enhance both face-to-face and online instruction
- Support course coordination and mentoring across all departments
- Highlight and reward exemplary in teaching

Create agile learning environments

- Redesign and create flexible instructional spaces to foster collaboration and experiential learning
- Reassess physical classroom spaces and create dynamic spaces for collaborative learning
- Explore cloud-based virtual environments to enhance and foster learning experiences
- Create a shared governance structure that facilitates strategic construction and use of College facilities as learning environments

Promote open learning modalities—accessible, reflective, examined, and hands-on

- Learning beyond the classroom--Experiential learning (place-based, co-curricular, internships/ clinical/ field placements)
- Learning beyond the schedule--Online learning
- Learning beyond the curriculum--Co-curricular learning
- Learning beyond the textbook--Open Lab/ Open Access/ OER

## Ib. Enable learning through informed and caring support

### STRATEGIES

#### Ensure access to the tools for learning

- Access to instructional materials and academic support—Open Lab, Open access, OER
- Access to technology
  - Develop programs for student technology loans or discount procurements
  - Pathway to technology acquisitions for specialized curriculum needs

#### Expand and improve processes and organizational structures to promote student success

- Implement a seamless interface provided by the Student Success Initiative
- Implement EAB Navigate and data analysis tools to connect, assess, and plan
- Implement mechanisms of collaboration and information sharing across administrative and academic units
- Demonstrate and reward effective collaboration

#### Ensure quality, consistency, and ready access to critical just-in-time support

- Advising
- Tutoring/ embedded academic support from faculty and peers
- Mentoring
- Financial Aid
- Peer Support
- Career Planning Support
- Mentoring and guidance for graduate and professional education and prestigious scholarships
- Counseling

#### Invite students into a vibrant college community beyond the classroom—physically and virtually

- Expand opportunities for service and civic engagement
- Increase access to arts and cultural programming
- Connect every student to a co-curricular activity

#### Expand and improve tools for student success mapping/tracking

- Continue to develop degree maps and self monitoring tools for students
- Provide professional development for advisors to take full advantage of Navigate
- Create tools for departments to track and communicate with students

#### Design, implement, and publicize a seamless and transparent transfer process to strengthen enrollment and support student completion

- Convene departments, staff of relevant offices, and student focus groups to identify needs and issues related to pre- and post-transfer students

- Draw on CUNY, MDRC and other studies of transfer to develop a framework for a revised transfer process.
- Build on relationships with community colleges developed through NSF HIS transfer Hub grant
- Set targets for recruitment, retention, progress and success; use EAB data analytics to create campaigns to achieve targets

## Goal II: Actively nurture scholarship, research, and innovation by faculty and students

### FOCUS AREA: FACULTY

City Tech is a baccalaureate institution that supports a growing culture of research. Several factors have converged to make research a major focus of institutional development: the expansion of faculty ranks to include scholars, scientists, and engineers with strong research credentials, as well as industry professionals who contribute to the improvement of practice; the reduction in teaching load to give faculty more time to conduct research; evolving standards of scholarly achievement for promotion and tenure; and the promotion of undergraduate research as a high impact practice. The National Science Foundation has supported a wide range of STEM research, education, and scholarship grants that contribute to a positive environment in which to conduct research. Student participation in research provides essential hands-on experiences for future STEM workers.

### STRATEGIES

#### Create and manage research facilities to promote faculty and student research activities

- Expand technology infrastructure
- Build capacity in advanced research computing
- Manage resources to support competitive research priorities
- Implement an institutional research oversight plan
- Foster collaboration through creative facilities planning
- Implement an institution-level data management system

#### Foster faculty engagement in career-advancing scholarship

- Define expectations for scholarship that encompass the full range of expertise and interests across City Tech's faculty
- Mentor and support faculty to develop and implement a research agenda appropriate to each stage of their careers
- Create a reward system, including reinvestment of grant-generated funds, to nurture continued scholarship
- Highlight and promote exemplary research, scholarship, and professional achievement

#### Increase research and program funding and faculty recognition from external sources and from CUNY grant programs

- Fully utilize resources of the CUNY Office of Research, professional organizations and other agencies to identify opportunities
- Appoint a faculty planning committee to direct resources of the Faculty Commons, AIR, and Office of Sponsored Programs to assist faculty to identify and secure external funding in the form of grants and contracts
- Actively pursue external recognition for faculty members through awards and fellowships

Expand student participation in research to widen pipeline to the STEM workforce

- Incorporate discovery and research into the student experience in all STEM classes and across the curriculum
  - Identify and maximize resources to support broader participation in a tiered structure for undergraduate research: in-class research projects, research with a faculty member or faculty team, participation in REUs and other sponsored research experiences
  - Offer faculty opportunities to build mentoring skills and acknowledge exemplary mentoring
- Redesign Scholarship Office to identify, mentor, and support potential candidates for graduate and professional education and prestigious fellowships

Goal III: Build a “One City Tech” ethos across all Schools, Offices, Programs, and Services to improve processes, grow enrollment, strengthen institutional culture, and further institutional goals

#### FOCUS AREA: INSTITUTIONAL INTEGRATION AND GROWTH

In the past decade, City Tech’s institutional units have largely focused on addressing critical sector needs that had not been attended to for years under prior administrations. However, achieving key institutional goals demands integrated institutional efforts. Now, there is both the opportunity and the strategic impetus to consider more intentional institutional integration. The college’s pre-eminent goal resulting from Middle States reaccreditation calls for a “cross-institutional” effort to strengthen student success, which has set the agenda for a joint effort of Academic Affairs and Enrollment/ Student Affairs, the Student Success Initiative, and calls for broader institutional involvement. At the same time, Middle States has set a priority for assessment of institutional effectiveness and success (IES), and the College has expanded the City Tech Assessment Council to drive this assessment process. As we have been reminded while crafting the institutional response to COVID-19, technology will play a central role in devising institutional responses to these critical challenges.

#### STRATEGIES

Advance equity for students, faculty, and staff across all units

- Ensure that all students have access to instructional offerings and materials, as well as required tools
- Implement and evaluate all aspects of this Strategic Plan concerning communication and access to services
- Implement COACHE plan activities to inform faculty of processes and address faculty concerns
- Evaluate processes for staff professional development and advancement

Implement a technology support strategy to meet expanded instructional and institutional needs

- Evaluate technology support needs for the Schools: identify gaps, redundancies, and possibilities for governance for addressing support needs
- Formalize avenues for communication and decision-making for centralized resources
- Create standing working groups of decision-making individuals to address technology strategy, issues and service. E.g. a Campus Technology Committee
- Expand curriculums offered via distance education to provide for flexible learning and enrollment growth

**Strengthen institutional culture through Improved communications**

- Build a communications infrastructure to increase connectivity
- Create a multi-modal and multi-directional communications plan and implement structures to address modes and pathways of campus communication
- Branded publications for internal and external audiences

**Complete full implementation of IES assessment cycle**

- Engage all major units of the college in the CTAC—Academic Affairs, Student Affairs, Administration and Finance, President’s Office
- Define Institutional effectiveness and determine metrics appropriate to City Tech’s mission, goals, and program mix
- Tools to measure institutional integration

**Goal IV: Cultivate an integrated network with community, professions, and business/ industry to advance the College**

**FOCUS AREA: INTEGRATION WITH INSTITUTIONAL CONTEXT AND PARTNERS**

City Tech has many effective partnerships and relationships. The Office of Partnerships, Professional Development Center, and CUNY Service Corps create opportunities to connect students to business and industry partners, and virtually every City Tech degree program has external linkages including advisory boards required for specialized accreditation in technical and professional fields. The college as a whole, however, has no centralized hub or coordinating body whose mission it is to create, nurture, and sustain deep relationships with communities, both professional and social, that are the lifeblood of our institution. As a public institution of higher education, we must live in, serve, and be a part of diverse communities--practitioners in our fields of expertise; current and future students and their families; civic, cultural, and community-based organizations that address the other needs of our students and their families; and industry that needs the knowledge, skills, and labor of our faculty and students. We believe the college and its constituents will flourish when these relationships are expanded, leveraged, coordinated, and deepened.

**STRATEGIES**

**Strengthen City Tech’s position and status as a partner**

- Create a President’s Council on Community and Professional Engagement, to include both internal and external members
- Map both formal and informal relationships with a wide range of community-based organizations and identify new prospects
- Identify and strategically offer the colleges resources in expertise and service to potential partners
- Convene partners to seek external funding for mutually beneficial projects

Expand and deepen partnerships with business and industry

- Engage business and industry partnerships to ensure teaching is current
- Offer students a rich orientation to industry and command of 21<sup>st</sup> century workplace culture and tools
- Create a menu of industry experiences in addition to traditional internships

Play a more prominent role as a community partner

- Become a member of Campus Compact<sup>3</sup>, a national organization whose many institutional members include other CUNY institutions, with a highly developed template for helping colleges to build a strong relationship with the communities they serve
- Increase opportunities for service and consider how to evaluate service experiences for academic credit

Leverage relationships with professional and disciplinary colleagues to generate support for experiential learning and collaborations

Plan for expansion of opportunities for cultural engagement, using the college's exceptional public spaces when they become available again

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<sup>3</sup> <https://compact.org/>

City Tech 2019-2023 Strategic Plan—Implementation Plan

Goals	Major Strategies
<b>I. Enables Learning</b>	
Ia. Enable learning through deeply informed and creative instruction	
	<p>Cultivate a climate of welcome into our academic community</p> <ul style="list-style-type: none"> <li>▪ Create proactive navigation assistance</li> <li>▪ Ensure departmental readiness to receive and support students</li> </ul>
	<p>Ensure consistent quality, relevance, and accessibility of academic offerings</p> <ul style="list-style-type: none"> <li>▪ Maintain rigorous accreditation and program review process</li> <li>▪ Continuously update industry-informed career-focused programs and continue to develop new ones</li> <li>▪ Explore where online programs might serve to support student needs and goals</li> <li>▪ Practice Universal Design in creating truly accessible learning spaces, tools, and materials</li> <li>▪ Use data analysis to ensure course availability</li> </ul>
	<p>Nurture a consistent standard of instruction across modalities, departments, programs, and courses</p> <ul style="list-style-type: none"> <li>▪ Offer professional development to full-time and part-time faculty to enhance both face-to-face and online instruction</li> <li>▪ Support course coordination and mentoring across all departments</li> <li>▪ Highlight and reward exemplary in teaching</li> </ul>
	<p>Create agile learning environments</p> <ul style="list-style-type: none"> <li>▪ Redesign and create flexible instructional spaces to foster collaboration and experiential learning</li> <li>▪ Reassess physical classroom spaces and create dynamic spaces for collaborative learning</li> <li>▪ Explore cloud-based virtual environments to enhance and foster learning experiences</li> <li>▪ Create a shared governance structure that facilitates strategic construction and use of College facilities as learning environments</li> </ul> <p>Promote open learning modalities—accessible, reflective, examined, hands-on</p> <ul style="list-style-type: none"> <li>▪ Learning beyond the classroom--Experiential learning (place-based, co-curricular, internships/ clinical/ field placements)</li> <li>▪ Learning beyond the schedule--Online learning</li> <li>▪ Learning beyond the curriculum--Co-curricular learning</li> <li>▪ Learning beyond the textbook--Open Lab/ Open Access/ OER</li> </ul>

<b>Ib. Enable learning through informed and caring support</b>	
	<p>Ensure access to the tools for learning</p> <ul style="list-style-type: none"> <li>▪ Access to instructional materials and academic support—Open Lab, Open access, OER</li> <li>▪ Access to technology <ul style="list-style-type: none"> <li>▪ Develop programs for student technology loans or discount procurements</li> <li>▪ Pathway to technology acquisitions for specialized curriculum needs</li> </ul> </li> </ul>
	<p>Expand and improve processes and organizational structures to promote student success</p> <ul style="list-style-type: none"> <li>▪ Implement a seamless interface provided by the Student Success Initiative</li> <li>▪ Implement EAB Navigate and data analysis tools to connect, assess, and plan</li> <li>▪ Implement mechanisms of collaboration and information sharing across administrative and academic units</li> <li>▪ Demonstrate and reward effective collaboration</li> </ul>
	<p>Ensure quality, consistency, and ready access to critical just-in-time support</p> <ul style="list-style-type: none"> <li>▪ Advising</li> <li>▪ Tutoring/ embedded academic support from faculty and peers</li> <li>▪ Mentoring</li> <li>▪ Financial Aid</li> <li>▪ Peer Support</li> <li>▪ Career Planning Support</li> <li>▪ Mentoring and guidance for graduate and professional education and prestigious scholarships</li> <li>▪ Counseling</li> </ul>
	<p>Invite students into a vibrant college community beyond the classroom—physically and virtually</p> <ul style="list-style-type: none"> <li>▪ Expand opportunities for service and civic engagement</li> <li>▪ Increase access to arts and cultural programming</li> <li>▪ Connect every student to a co-curricular activity</li> </ul>
	<p>Expand and improve tools for student success mapping/tracking</p> <ul style="list-style-type: none"> <li>▪ Continue to develop degree maps and self monitoring tools for students</li> <li>▪ Provide professional development for advisors to take full advantage of Navigate</li> <li>▪ Create tools for departments to track and communicate with students</li> </ul>

	<p>Design, implement, and publicize a seamless and transparent transfer process to strengthen enrollment and support student completion</p> <ul style="list-style-type: none"> <li>▪ Convene departments, staff of relevant offices, and student focus groups to identify needs and issues related to pre- and post-transfer students</li> <li>▪ Draw on CUNY, MDRC and other studies of transfer to develop a framework for a revised transfer process.</li> <li>▪ Build on relationships with community colleges developed through NSF HIS transfer Hub grant</li> <li>▪ Set targets for recruitment, retention, progress and success; use EAB data analytics to create campaigns to achieve targets</li> </ul>
<b>II: Supports Scholarship, Research, and Innovation</b>	
	<p>Create and manage research facilities to promote faculty and student research activities</p> <ul style="list-style-type: none"> <li>▪ Expand technology infrastructure</li> <li>▪ Build capacity in advanced research computing</li> <li>▪ Manage resources to support competitive research priorities</li> <li>▪ Implement an institutional research oversight plan</li> <li>▪ Foster collaboration through creative facilities planning</li> <li>▪ Implement an institution-level data management system</li> </ul>
	<p>Foster faculty engagement in career-advancing scholarship</p> <ul style="list-style-type: none"> <li>▪ Define expectations for scholarship that encompass the full range of expertise and interests across City Tech's faculty</li> <li>▪ Mentor and support faculty to develop and implement a research agenda appropriate to each stage of their careers</li> <li>▪ Create a reward system, including reinvestment of grant-generated funds, to nurture continued scholarship</li> <li>▪ Highlight and promote exemplary research, scholarship, and professional achievement</li> </ul>
	<p>Increase research and program funding and faculty recognition from external sources and from CUNY grant programs</p> <ul style="list-style-type: none"> <li>▪ Fully utilize resources of the CUNY Office of Research, professional organizations and other agencies to identify opportunities</li> <li>▪ Appoint a faculty planning committee to direct resources of the Faculty Commons, AIR, and Office of Sponsored Programs to assist faculty to identify and secure external funding in the form of grants and contracts</li> <li>▪ Actively pursue external recognition for faculty members through awards and fellowships</li> </ul>
	<p>Expand student participation in research to widen pipeline to the STEM workforce</p> <ul style="list-style-type: none"> <li>▪ Incorporate discovery and research into the student experience in all STEM classes and across the curriculum</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Identify and maximize resources to support broader participation in a tiered structure for undergraduate research: in-class research projects, research with a faculty member or faculty team, participation in REUs and other sponsored research experiences</li> <li>▪ Offer faculty opportunities to build mentoring skills and acknowledge exemplary mentoring Redesign Scholarship Office to identify, mentor, and support potential candidates for graduate and professional education and prestigious fellowships</li> </ul>
<b>III: Builds and sustains a “One City Tech” Ethos across All Divisions, Programs, and Services</b>	
	<p>Advance equity for students, faculty, and staff across all units</p> <ul style="list-style-type: none"> <li>▪ Ensure that all students have access to instructional offerings and materials, as well as required tools</li> <li>▪ Implement and evaluate all aspects of this Strategic Plan concerning communication and access to services</li> <li>▪ Implement COACHE plan activities to inform faculty of processes and address faculty concerns</li> <li>▪ Evaluate processes for staff professional development and advancement</li> </ul>
	<p>Implement a technology support strategy to meet expanded instructional and institutional needs</p> <ul style="list-style-type: none"> <li>▪ Evaluate technology support needs for the Schools: identify gaps, redundancies, and possibilities for governance for addressing support needs</li> <li>▪ Formalize avenues for communication and decision-making for centralized resources</li> <li>▪ Create standing working groups of decision-making individuals to address technology strategy, issues and service. e.g. a Campus Technology Committee</li> <li>▪ Expand curriculums offered via distance education to provide for flexible learning and enrollment growth</li> </ul>
	<p>Strengthen institutional culture through Improved communications</p> <ul style="list-style-type: none"> <li>▪ Build a communications infrastructure to increase connectivity</li> <li>▪ Create a multi-modal and multi-directional communications plan and implement structures to address modes and pathways of campus communication</li> <li>▪ Branded publications for internal and external audiences</li> </ul>

	<p>Complete full implementation of IES assessment cycle</p> <ul style="list-style-type: none"> <li>▪ Engage all major units of the college in the CTAC—Academic Affairs, Student Affairs, Administration and Finance, President’s Office</li> <li>▪ Define Institutional effectiveness and determine metrics appropriate to City Tech’s mission, goals, and program mix</li> <li>▪ Tools to measure institutional integration</li> </ul>
<b>IV: Cultivates an integrated network of Community and Business/ Industry to Advance the College Mission</b>	
	<p>Strengthen City Tech’s position and status as a partner</p> <ul style="list-style-type: none"> <li>▪ Create a President’s Council on Community and Professional Engagement, to include both internal and external members</li> <li>▪ Map both formal and informal relationships with a wide range of community-based organizations and identify new prospects</li> <li>▪ Identify and strategically offer the colleges resources in expertise and service to potential partners</li> <li>▪ Convene partners to seek external funding for mutually beneficial projects</li> </ul> <p>Expand and deepen partnerships with business and industry</p> <ul style="list-style-type: none"> <li>▪ Engage business and industry partnerships to ensure teaching is current</li> <li>▪ Offer students a rich orientation to industry and command of 21<sup>st</sup> century workplace culture and tools</li> <li>▪ Create a menu of industry experiences in addition to traditional internships</li> </ul> <p>Play a more prominent role as a community partner</p> <ul style="list-style-type: none"> <li>▪ Become a member of Campus Compact<sup>4</sup>, a national organization whose many institutional members include other CUNY institutions, with a highly developed template for helping colleges to build a strong relationship with the communities they serve</li> <li>▪ Increase opportunities for service and consider how to evaluate service experiences for academic credit</li> </ul> <p>Leverage relationships with professional and disciplinary colleagues to generate support for experiential learning and collaborations</p>

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