

# THE COOPER UNION FOR THE ADVANCEMENT OF SCIENCE AND ART

## INSTITUTIONAL ASSESSMENT PLAN FOR THE 2007-2012 STRATEGIC PLAN

*Revised February 2009*

<i>GOAL A. Ensure faculty strength by appropriately expanding the size of the faculty and by providing effective, ongoing professional development for faculty members.</i>					
	<b>STRATEGIES AND ACTIONS</b>	<b>ASSESSMENT METHODS AND METRICS</b>	<b>RESPONSIBILITY</b>	<b>YEAR</b>	<b>BUDGET IMPACT</b>
A1	Establish ten new endowed faculty chairs within the five-year plan period.	<ul style="list-style-type: none"> <li>❖ Assess additions to growth of restricted endowment for chaired professorships on an annual basis.</li> <li>❖ Performance is determined by achievement of endowment milestones over five years.</li> </ul>	Administration	2008-12	No impact on baseline budget
A2	Create a net increase of ten full time or proportional faculty lines.	<ul style="list-style-type: none"> <li>❖ Evaluate recommendations for curriculum priorities, faculty lines and pedagogical support needs as part of the budget process.</li> <li>❖ Performance is determined by steady progress towards five year objective.</li> </ul>	Administration, Academic Deans Council, Planning & Assessment Council	2008-12	\$1M (Beginning with FY 2010 budget)
A3	Ensure that members of underrepresented groups are actively pursued and encouraged to apply for open faculty positions and, through the existing faculty search processes, increase the diversity of faculty at all levels.	Deans: report annually on progress towards diversity objectives. Review performance indicators including: increased proportion of new faculty who are female and/or members of underrepresented groups; increased proportion of new staff hires who are members of underrepresented groups; Updated recruitment and hiring procedure documents.	Deans	Annually	No impact

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A4	Develop new policies for faculty release time, collaborative and team teaching over the next three years.	Conduct annual survey of faculty to determine proportions of time spent on each area of responsibility. Benchmark policies against policies at peer and aspirant institutions.	Deans with the participation of faculty	2008-10	Yes (Amount TBD)
A5	Develop and recommend new guidelines for desired class sizes for each category, i.e., studio, laboratory or lecture course over the next two years.	Deans: review course enrollments and class sizes annually to ensure compliance with modified policies related to distribution of faculty responsibilities. Peer institution review, including: faculty/student ratio relative to peer institutions; average class sizes comparable to peer institutions; and proportion of undergraduate classes with class size less than 20 students comparable to peer institutions.	Curriculum Committees	2008-09	No impact
A6	Define a comprehensive ongoing program for intellectual and professional growth, including competitively awarded grants. Establish sufficient internal support and institutionalize the program through the budgetary process over the next two years.	Development office: track growth in proposal development and external support of faculty grants annually. Survey faculty to assess perceptions of support infrastructure and track improvement over time.	Administration; AY08-09: President Campbell	2008-09	\$50K Annual
A7	Provide increased support to enhance faculty opportunities to secure external fellowships and grants for scholarship, research, and creative work, and for faculty-student collaborations over the next five years.	Development office: track growth in proposal development and external support of faculty grants annually. Survey faculty to assess perceptions of support infrastructure and track improvement over time.	Administration, Vice President Ronni Denes	2008-12	No impact
A8	Plan expanded access to pedagogical support for faculty, including access to	Deans Council: evaluate recommendations for curriculum priorities, faculty lines and	Administration	2009-2010	\$50K Annual

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	technology-based teaching tools, language arts and communication skills, over the next two years.	pedagogical support needs as part of the budget process. Track use of technology, language and learning tools on campus, via campus surveys or purchasing/procurement data.			
A9	Plan professional development opportunities for faculty, including seminars dealing with co-curricular needs such as communications skills, student mentoring, effectiveness with diverse student populations, ongoing.	Deans Council: Outcomes assessment. Survey Faculty members regarding Professional Development needs and outcomes. Review Professional Development program participation rates.	Administration, Planning Council, Joint Curriculum Committee	Ongoing	\$25K Annual
A10	Establish an institution-wide faculty task force to review the governances and recommend changes that ensure fair and consistent policies and practices over the next three years.	Deans Council: Review success of task force initiatives regarding “faculty appointments, promotions, tenure, creation and abolition of academic units, evaluation of faculty merit and salaries, and academic budgets,” in order to ensure fair and consistent policies and practices.	Academic Deans Council	2008-10	No impact
A11	Review curriculum priorities annually and make recommendations for specific faculty lines and determine pedagogical support needs and priorities annually.	Faculty: institutionalize an annual, comprehensive assessment of faculty and student outcomes as required by accrediting agencies. Results to be used in the allocation of resources to support improvement efforts.	Curriculum committees, Joint Curriculum Committee	Annually	No impact beyond A2
A12	Reorganize the Cooper Union Research Foundation as the C.V. Starr Research Foundation at Cooper Union over the next year. Offer competitive faculty grants to support research proposals and provide facilities needed for those that are successful. Focus on research and scholarly activity across the institution, including interdisciplinary work. Offer an	Development office: track growth in proposal development and external support of faculty grants annually.  Benchmark faculty research grants and research facilities provided against peer institutions.	Administration	2008-09	Funded

	STRATEGIES AND ACTIONS	ASSESSMENT METHODS AND METRICS	RESPONSIBILITY	YEAR	BUDGET IMPACT
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	organizational support structure for research centers.				
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<b><i>GOAL B. Continuously renew academic programs and curricula, while expanding the focus on interdisciplinary and international studies.</i></b>					
	STRATEGIES AND ACTIONS	ASSESSMENT METHODS AND METRICS	RESPONSIBILITY	YEAR	BUDGET IMPACT
B1	Conduct an assessment of opportunities offered by the new facilities and propose allocation of resources to capitalize on those opportunities beginning with the budget process for academic year 2010.	Committees: Facility Assessment Reports for new facilities detailing opportunities offered.	Faculty members individually and collectively in appropriate committees	2010	No impact
B2	Review changes taking place in individual academic units to assess the impact of aggregate changes on the overall student undergraduate experience and to recommend institution-wide curriculum initiatives, improvements in productivity and elimination of duplicate courses or other efforts, biennially.	Joint Curriculum Committee together with Institutional Research: assess student learning outcomes each semester with particular attention to new curricular initiatives.  Deans Council: Review curriculum committee self-assessment reports, which include: appraisal of an academic unit's strengths and weaknesses; evaluative Plans for improvement; expert assessment provided by reviewers from other institutions of high quality; and priorities for continual future growth and development.	Curriculum Committees, Academic Deans Council	Biennially	No impact
B3	Conduct comprehensive, rigorous reviews of the each curriculum biennially, examining the alignment of programs with advances in the professions, the needs of society and with other academic	Review interdisciplinary activities annually and recommend changes as needed. Complete analyses of program outcomes and occupational needs as part of curricular review.	Curriculum Committees	Biennially	No impact

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	goals.				
B4	Plan programs and practices to stimulate and facilitate greater intellectual engagement and collaboration of faculty across disciplinary boundaries over the next two years, and develop and expand interdisciplinary initiatives already underway.	Review interdisciplinary activities annually and recommend changes as needed. Track number of interdisciplinary research initiatives/grants, courses taught, etc.	Deans Council	2008-09	External Funding (Rose, Rudin, etc.)
B5	Further develop and implement initiatives aimed at offering program concentrations for students over the next two years.	Review new program concentration participation rates; benchmark program concentration offerings to peer institution offerings.	Deans Council	2008-09	No impact
B6	Ensure that a Cooper Union education reflects the growing importance of globalization and offers meaningful intellectual experiences that are international in scope over the next three years.	Deans Council: report the number of students gaining international experience annually. Report the number of international students enrolled annually, participation in international organizations, etc.	Deans Council	2008-112	External Funding
B7	Expand opportunities for students to study a range of foreign languages.	CWLA: report foreign language enrollment trends and student interests annually; benchmark foreign language course offerings to peer institutions.	Center for Writing and Language Arts		Yes (Amount TBD)
B8	Build on current programs abroad and increase the number of institutional partnerships to offer rich international experiences to larger number of students with the objective of providing all students the option of an international experience by 2012.	Curriculum Committees: assess student academic and co-curricular learning outcomes during participation in international programs. Report number of international partnerships, study abroad opportunities, number of students participating.	Administration	2008-12	TBD
B9	Consider establishing Cooper Union programs in other countries, where there	Complete feasibility reports and higher education market demand analysis for	Academic Deans Council	2008-12	External Funding

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	is an unmet need that Cooper Union can satisfy within our mission appropriately interpreted on a global scale over the next five years. This could also offer a source of revenues for the college.	potential host nations. Benchmark international operations offered by peer and aspirant institutions.			

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**GOAL C. Develop an information technology infrastructure that can evolve to meet all of the institution's academic and administrative needs.**

	STRATEGIES AND ACTIONS	ASSESSMENT METHODS AND METRICS	RESPONSIBILITY	YEAR	BUDGET IMPACT
C1	Establish an integrated, institution-wide technology planning and analysis process, with external consulting support, if necessary, over the next year.	Academic Council: Review the technology plan and resource allocations annually and adjusts priorities as appropriate. Review policies and processes at peer and aspirant institutions.	Administration	2008-09	Funded in budget
C2	Establish a detailed Information Technology Plan that addresses both the academic and administrative information technology needs, with an evolution strategy that incorporates the relocation following the completion of the new academic building over the next year. The Plan will have specific objectives, goals and milestones.	Institutional Research: conduct an annual survey of faculty and staff to determine satisfaction with current IT resources and ongoing needs for hardware, software and support	Administration		No impact; Computer company client support (IBM)
C3	Ensure compatibility and uniformity where appropriate among information technology and audio visual resources throughout the institution over the next two years.	Academic Council review the technology plan and resource allocations annually and adjusts priorities as appropriate. Administration: annually review progress towards goals and achievement of milestones.	Computer Center	2008-10	No impact

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C4	Examine the role of digital technologies and electronic media in the curriculum and, in consultation with internal and external experts if necessary, identify improvement opportunities, provide input to the IT Plan, and recommend the appropriate allocation of resources for effective, timely implementation annually.	Administration: annually review progress towards goals and achievement of milestones.  Institutional Research: conduct an annual survey of faculty and staff to determine technology needs relating to curriculum.	Faculty members and curriculum committees	Annually	TBD
C5	Provide for an information technology and end user support capability to offer professional development of faculty and staff in the use of technology and to provide an “on demand” help desk within two years.	Administration: annually review progress towards goals and achievement of milestones. Monitor number of workshops/training sessions offered annually, number of ‘help requests’ submitted annually, and amount of time required to resolve technology-related issues.	Administration	2008-10	\$100K Annual



	STRATEGIES AND ACTIONS	ASSESSMENT METHODS AND METRICS	RESPONSIBILITY	YEAR	BUDGET IMPACT
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***GOAL D. Establish the administrative, financial and physical resources necessary to sustain The Cooper Union's academic and philanthropic mission over the long term.***

	STRATEGIES AND ACTIONS	ASSESSMENT METHODS AND METRICS	RESPONSIBILITY	YEAR	BUDGET IMPACT
D1	Achieve a one-time, sustainable operating budget reduction by 2011 that reflects lower energy and operating costs of the new academic building, consolidation of the Hewitt and Engineering Buildings into one facility, and other fiscal restraint objectives.	Business Office: report revenues and expenses measured against plan with monthly and quarterly reviews and propose adjustments where necessary. Monitor energy usage to measure progress towards goals.	Administration	2008-11	No impact
D2	Achieve planned fundraising goals, completing the \$250 million capital campaign by 2012, and conduct the planning phase for the next campaign to develop ongoing funds in support of academic priorities.	Administration and the Board of Trustees: conduct annual reviews of overall financial strategies to ensure compliance with plan and make adjustments as necessary. Review fundraising participation rates – alumni, parents, corporate donors.	Trustees, President, Deans and Development Office	2008-12	No impact
D3	Revise the budget process to ensure broad participation and greater transparency, and to allocate resources toward strategic priorities beginning with the 2008-09 budget.	Business Office: track detailed budgets for capital projects with monthly and quarterly reviews.	Administration	2008-09	No impact
D4	Manage the construction of the new academic building currently underway, meeting budget and schedule benchmarks over the next 15 months.	Master Plan Project Management Team: conduct biweekly reviews of key performance measures including budget targets and schedule milestones for the new building construction and Foundation Building renovations over the next two years.	Master Planning Steering Committee	2008-09	Funded
D5	Manage renovation of the Foundation Building in consonance with the needs of the faculty and academic programs, and	Master Planning Steering Committee: conduct monthly reviews of the key issues related to capital projects and report quarterly to the Board	Master Planning Steering Committee	2008-10	Funded

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	ensure coherence and consistency of facilities in both buildings, including environmental quality, mechanical and lighting systems, technological resources and accessibility over the next two years.	of Trustees.			
D6	Determine the ten-year spatial growth needs of the institution in order to plan occupancy details for up to 70,000 square feet of academic space in the new building at 51 Astor Place to be completed in 2011 or elsewhere over the next four years.	Space Planning Committee: participate in regular reviews of the project and provide input regarding curricular and other needs over the next two years.	Administration with input from faculty and staff	2008-11	\$0 to \$1.5M
D7	Work with the New York City Mayor's Task Force on University Collaborations for Land Use over the next three years to plan for future Cooper Union housing, academic, recreational and athletic facilities needs, with a particular emphasis on subsidized housing for students and faculty.		Administration	2008-10	No impact
D8	Capitalize on the college's sesquicentennial anniversary to develop specific funding opportunities, to create a branding and communications campaign - including institutional identity, website design, advertising, public relations, special events and public programs - to bring renewed attention to the institution, and to recognize and promote alumni achievement.	External Affairs: report progress toward Capital Campaign goals to the President monthly and Trustees quarterly including building fund totals, annual giving, endowment, planned gifts and prospect pipeline.  External Affairs: complete and conduct Sesquicentennial programs and activities from February 2009 to through January, 2010.  Monitor development of new PR & Advertising campaigns; monitor effectiveness of campaigns by assessing number or mentions in local/national press.	External Affairs	2008-10	

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D9	To plan a reorganization to include a new division of responsibilities among the cabinet members and the President, with the addition of third member of the cabinet, a Vice President for Academic Affairs, to be presented to the Board for approval within the current academic year. Implementation schedule to be driven by the availability of funds.		Administration	2008	\$250K Annual