


CUNY School of Labor and Urban Studies

Strategic Plan Alignment

The background features a stylized graphic with a large gear on the left and several buildings on the right, all rendered in shades of red and black. The gear is partially obscured by a vertical line that also serves as a structural element for the buildings.



Aligning CUNY
School of Labor and Urban Studies
Strategic Plan with MSCHE Accreditation
Standards and CUNY Strategic Plan

Presented to SLU Cabinet November 1, 2022

CUNY Strategic Plan Alignment	SLU Strategic Priority I: Enhance student access, retention, and success	MSCHE Accreditation Standards Alignment
Goal 1: Initiative #1 and 4	Goal 1: Expand access to the School and CUNY	<i>Standards I, IV</i>
Goal 1: Initiative #2 and 4	Goal 2: Improve retention, and progress toward degree completion	<i>Standards I, IV</i>
Goal 2: Initiative #3	Goal 3: Provide targeted student support to enable all students to succeed	<i>Standards I, IV</i>
Goal 3: Initiative #3	Goal 4: Foster and increase student co-curricular engagement	<i>Standards I, IV</i>

CUNY Strategic Plan Goals and Initiatives Alignment with SLU Plan

	GOAL 1: BE A NATIONAL LEADER IN PROVIDING ACCESS TO HIGHER EDUCATION FOR DIVERSE POPULATIONS OF STUDENTS	GOAL 2: AMPLIFY OUR ABILITY TO EXCEED PREDICTED STUDENT OUTCOMES AND ELIMINATE ACADEMIC EQUITY GAPS	GOAL 3: ADVANCE OUR COMMUNITY THROUGH COMPREHENSIVE RESEARCH, ENGAGEMENT AND SERVICE	GOAL 4: MODERNIZE THE CUNY SYSTEM
Initiative #1	Increase enrollment at all levels by implementing a modernized and equity-driven approach to admissions, financial aid, scheduling, and other programs and services.	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.	Amplify the quantity and quality of engaged public impact research and scholarship leveraging CUNY's distinctive scale, diversity, and location in New York City.	Become an automated, data-driven system that facilitates effective decision making, the optimal use of resources, and compliance with federal, state and local laws.
Initiative #2	Develop and implement a system-wide transfer experience that enables students to move seamlessly and successfully between and within CUNY campuses.	Support world-class faculty development in teaching, scholarship, and engagement at all stages of faculty careers.	Establish CUNY as the go-to-choice for student recruitment by industry partners.	Explore new operations models optimizing flexibility and new sources of revenue.
Initiative #3	Accelerate infrastructure development and strategies needed to support and expand robust, high-quality content in all modalities across CUNY institutions and meet student needs for flexible courses and programs.	Lead the nation in exceeding predicted graduation rates and boost expected career outcomes.	Develop stronger ties with alumni and friends of CUNY to create opportunities for engagement, new sources of financial support, and a culture of life-long learning	Provide students, faculty, and staff with state-of-the-art environmentally sustainable and accessible facilities to support innovation and learning.
Initiative #4	Increase the pipeline of students entering graduate programs to amplify equitable enrollment and outcomes.	Prepare students for successful careers by infusing the curriculum with intentional connections to workforce skills and employment outcomes and supporting life-long learning.		
Initiative #5		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.		

CUNY Strategic Plan Alignment	SLU Strategic Priority II: Enrich and expand the academic experience	MSCHE Accreditation Standards Alignment
Goal 2: Initiative #1	Goal I: Strengthen and expand academic programs	<i>Standards I, IV</i>
Goal 1: Initiative #3	Goal 2: Expand workforce development programs and collaboration with other CUNY Worker Education programs	
Goal 3: Initiative #1	Goal 3: Build connections between the classroom and public programming at the School	<i>Standards III, IV</i>
Goal 2: Initiative #2	Goal 4: Attract, hire and retain a diverse faculty	<i>Standards I, II, III, IV</i>

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CUNY Strategic Plan Alignment	SLU Strategic Priority III: Build organizational effectiveness and capacity	MSCHE Accreditation Standards Alignment
Goal 1: Initiative #3	Goal 1: Expand/transform the structure of the School of Labor and Urban Studies	<i>Standards VI</i>
	Goal 2: Develop integrated marketing and communications plan to increase visibility of the School of Labor and Urban Studies	<i>Standards VI</i>
Goal 4: Initiative #1	Goal 3: Upgrade facilities to enhance students, faculty and staff experience and facilitate operations	<i>Standards I, III, VI</i>

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CUNY Strategic Plan Alignment	SLU Strategic Priority IV: Advance broader mission of the School	MSCHE Accreditation Standards Alignment
Goal 3: Initiative #2	Goal 1: Increase and strengthen the School's partnerships	<i>Standards I, VI, VII</i>
Goal 3: Initiative #1	Goal 2: Enhance the School's ability to respond to local, national, and international developments	<i>Standards I</i>

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- Reference:

- Table of CUNY Strategic Plan 2022-2029 Themes Goals and Initiatives
- Table of Middle States Commission on Higher Education Standards

Middle States Commission on Higher Education Standards for Accreditation and Requirements of Affiliation

<p>Standard I Mission and Goals</p>	<p>The institution's mission defines its purpose within the context of higher education, the students it serves, and what it intends to accomplish. The institution's stated goals are clearly linked to its mission and specify how the institution fulfills its mission.</p>
<p>Standard II Ethics and Integrity</p>	<p>Ethics and integrity are central, indispensable, and defining hallmarks of effective higher education institutions. In all activities, whether internal or external, an institution must be faithful to its mission, honor its contracts and commitments, adhere to its policies, and represent itself truthfully.</p>
<p>Standard III Design and Delivery of the Student Learning Experience</p>	<p>An institution provides students with learning experiences that are characterized by rigor and coherence at all program, certificate, and degree levels, regardless of instructional modality. All learning experiences, regardless of modality, program pace/schedule, level, and setting are consistent with higher education expectations.</p>
<p>Standard IV Support of the Student Experience</p>	<p>Across all educational experiences, settings, levels, and instructional modalities, the institution recruits and admits students whose interests, abilities, experiences, and goals are congruent with its mission and educational offerings. The institution commits to student retention, persistence, completion, and success through a coherent and effective support system sustained by qualified professionals, which enhances the quality of the learning environment, contributes to the educational experience, and fosters student success.</p>
<p>Standard V Educational Effectiveness Assessment</p>	<p>Assessment of student learning and achievement demonstrates that the institution's students have accomplished educational goals consistent with their program of study, degree level, the institution's mission, and appropriate expectations for institutions of higher education.</p>
<p>Standard VI Planning, Resources, and Institutional Improvement</p>	<p>The institution's planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.</p>
<p>Standard VII Governance, Leadership, and Administration</p>	<p>The institution is governed and administered in a manner that allows it to realize its stated mission and goals in a way that effectively benefits the institution, its students, and the other constituencies it serves. Even when supported by or affiliated with governmental, corporate, religious, educational system, or other unaccredited organizations, the institution has education as its primary purpose, and it operates as an academic institution with appropriate autonomy.</p>

CUNY Strategic Plan 2022-2029

Themes, Goals, and Initiatives

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.

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