CUNY Academic Momentum Year Plan Request and Guidelines
(October 31, 2017)

Improving the academic momentum rates of CUNY students is a key component of the Connected CUNY Strategic Framework. The Access and Completion pillar of the Framework establishes ambitious targets to improve our associate and baccalaureate graduation rates radically in the coming years. Specifically, CUNY aims to double the overall three-year associate degree completion rate and increase the six-year baccalaureate rate by ten percentage points.

CUNY has never been in a better position to meet these bold goals, and doing so would place CUNY front and center in a national movement to improve college completion. The expansion and continued success of Accelerated Study in Associate Programs (ASAP) and Guttman Community College, combined with co-requisite remediation and momentum initiatives at colleges across the CUNY system, have produced a steady uptick in completion rates in recent years at both the associate and baccalaureate levels. Recent external studies on social mobility also demonstrate the power of a CUNY degree to improve the future economic prospects of our students. Chancellor Milliken has called on the entire university community to embrace a new culture of completion and to commit our collective efforts as an integrated system to help many more students complete their degrees in a timely manner.

To this end, the CUNY Office of Academic Affairs (OAA) will work with each undergraduate college to create an academic momentum campaign that will build on your recently submitted Performance Management Process (PMP) goals and integrate practices found to improve completion rates colleges at CUNY and at colleges across the country. The identified strategies are:

- **Degree Maps**: Defined as publicly available and widely used visual representations of how every undergraduate major can be completed in two years at the associate level or in four years at the baccalaureate level. Degree maps support individualized advisement with students (both in person and online) and the course planning needs of academic departments.

- **Credit Accumulation Campaigns**: Defined as advisement, communication, and marketing campaigns that broadly promote taking and earning 15 credits/semester (or 30 credits/year including winter and summer) as the new definition of full-time status and the recommended strategy for most students to graduate in a timely manner and maximize their financial aid. Students should also be strongly encouraged to earn at least nine credits in their chosen program path.

- **Gateway Course Completion**: Focused on increasing high-impact pre-matriculation interventions to eliminate or significantly reduce remedial need and expanding post-matriculation co-requisite offerings to ensure that more students complete their gateway math and English requirements by the end of their first year. Baccalaureate-seeking students will also be encouraged to complete their gateway courses by the end of their first year.
Momentum Planning Guidelines

We ask each college to adopt or accelerate these strategies over the next three years (AY 2017-20) to increase overall CUNY system graduation rates and therefore reach the Strategic Framework completion targets. As a first step, we ask colleges to develop a high-level academic momentum work plan (maximum six-eight pages) in response to a set of guiding questions (see next page). Depending on where your college is in its development and use of individual momentum strategies, the initial plan can either consist of the specific steps that you will take to adopt the strategy or advance it to the next level of development.

Plans should be reviewed and formally approved by presidents and chief academic officers before submission. Initial plans are due to OAA by December 15, 2017 with a more detailed set of plans with goals and timelines due February 2, 2018 following a momentum-planning academy to be offered in January with support from our partners at Complete College America.

We ask each college to identify a core academic momentum planning team that pulls from the appropriate college units and academic departments. We also request that you identify a team lead to serve as primary liaison to the CUNY Office of Academic Affairs (OAA) Access and Completion team1 and provide the contact information for that person to Grace O by November 13, 2017 (see the last page of these guidelines for contact information).

Resources:

- A set of momentum goals is attached that align with the Strategic Framework completion goals. Please note that these are system targets, and each college will be asked to contribute to these targets by establishing their own metrics within each momentum strategy. Baseline data from the CUNY Office of Institutional Research and Assessment (OIRA) broken out by college is attached to guide development of goals for your college. OIRA will also be providing an interactive data tool in November that will allow colleges to examine their own data in more detail to refine their plans.

- Additionally, to support college momentum teams in their communication efforts, we will provide a set of case statements in the form of short Power Points that describe the need for and benefits of each proposed strategy by mid-November.

- On November 13, 2017 CUNY OAA will co-host a set of optional webinars with Complete College America (CCA) on each momentum strategy facilitated by college leaders and faculty who have successfully implemented the identified momentum strategies at scale. Additionally, we will hold a planning academy in January 2018 to help college teams further develop their momentum plans before full launch in spring 2018.

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1 Access and Completion co-leads are: Associate University Provost David Crook, University Dean for Student Success Initiatives Donna Linderman, Borough of Manhattan Community College Provost and Senior Vice President for Academic Affairs Karrin Wilks, and Lehman College Interim Provost and Senior Vice President for Academic Affairs Harriet Fayne.
• CUNY OAA staff members supporting the Access and Completion Academic Momentum Year Plan are available for conference calls and/or in-person meetings to discuss the development of your plans.

• The CUNY Access and Completion Team will review your plans and provide feedback.

Guiding Questions: Please respond to the following questions (maximum two pages per strategy), as appropriate for your college. Feel free to pull from your PMP goals and/or college strategic plans. Campus initiatives that have been found to accelerate academic momentum, but fall outside of these key strategies may also be included.

I-- Gateway Course Completion
1. For associate programs: What are your most successful pre/post-matriculation remediation interventions, and how will you build on them to realize the goal of helping many more students complete their gateway math and English requirements by the end of their first year of study by 2019 (Math 60% and English 85%)?
2. For baccalaureate programs: How will you accelerate math and English gateway course completion by 2019 (Math 75% and English 90%)?
3. What do you see as the key challenges to expanding high-impact interventions aggressively that support timely completion of gateway courses, and how will you propose to address them?
4. How will you use currently available resources to expand these interventions?
5. What additional resources and support do you need to accomplish this goal?

II--Credit Accumulation Campaigns
1. What specific steps will you take to move towards the goal of ensuring that more students are taking and earning 15 credits/semester or 30 credits/year by 2019 (25% for associate students and 60% for baccalaureate students)? Please be specific about the following:
   a. How will availability of the New York State Excelsior scholarship and summer Pell factor into your communication strategies to students and staff/faculty?
   b. How will you address course availability needs (e.g. planning with academic departments, use of winter/summer, expanded use of ePermit, etc.)
   c. How will you address entrenched beliefs that most CUNY students cannot take 15 credits/semester or 30 credits/year?
2. What additional resources and support do you need to accomplish this goal? Please be specific. (e.g. training and professional development, marketing materials, technical capacity).

III-Degree Maps:
1. What specific steps will you take to move towards the academic momentum goal to ensure all your majors are mapped by fall 2019?
   a. If all or most of your degree programs are already mapped, how will you advance common understanding and use of degree maps?
b. If you are just beginning to adopt degree maps, how you will conduct mapping of your majors, and what are your initial thoughts on communication and training plans?

2. How will you ensure that your degree maps remain current and will be integrated into use of the planning module of DegreeWorks?

3. What additional resources and support do you need to accomplish this goal? Please be specific.

**Note:** In your detailed plans due in February, we will ask you to provide year-by-year targets to reach final goals. OIRA will provide proposed targets to guide these considerations.

**Important Dates:**

Optional momentum strategy webinars: November 13, 2017

College momentum team lead confirmed to OAA: November 13, 2017

Initial momentum plans due: December 15, 2017

Planning academy (hosted by CUNY OAA with Complete College America): January 18 and 19, 2018

Final momentum plans due and launch: February 2, 2018

Any questions should be directed to: Associate University Provost David Crook and University Dean for Student Success Initiatives Donna Linderman

**Please submit your plan to Grace O on or before December 15, 2017:** grace.o@cuny.edu

**Attachments:**

Momentum Plan Request and Guidelines
Momentum Plan Goals
Baseline Data by College (associate and baccalaureate)