2017-2022 Strategic Plan
Measurable Performance Outcomes

Priority 1: Fostering and Integrating Interdisciplinary and Innovative Communities of Learning and Research

1.1 Deepen and broaden culture of interdisciplinary scholarship and research
- Number of interdisciplinary grant applications, grant awards, publications, research projects, courses, and events (e.g., workshops, public events), obtained from institutional databases; survey to programs/EOs, annual Faculty Scholarship survey (GC and campus-wide), and new student scholarship survey
- Number of interdisciplinary dissertation topics (obtained from EO survey and review of deposited dissertation titles)
- Number of new collaborations/relationships with NYC institutions
- Case studies on impact of new relationships
- Number of programs, faculty, and students participating in projects with ARC, Mellon Committees and Center for Humanities
- Case studies on impact of ARC, Mellon Committees and Center for Humanities
- Number of new collaborative projects and events between the GC's centers, institutes, committees and initiatives
- Case studies on impact of collaborative projects between centers, institutes, committees and initiatives
- Number of new digital projects (needs to be more specific)
- Impact of digital projects (measures TBD), publications, awards
- Number of faculty and students participating in grant writing workshops that go on to submit a grant application (potential survey on grant-writing activity)
- Impact on new overhead fund policy on grant-writing activity (survey on grant-writing activity)

1.2 Foster diversity and inclusion in our academic pursuits and the composition of our faculty, student, and staff communities
- Percentage of students, faculty, and staff from under-represented groups
- Percentage of applicants, admitted, and newly enrolled URM students
- Climate focus group results
- Number of students supported through Harrison funds and other sources; effect of Harrison funds on time to degree.
- Number of publications, awards for URM students (EO and student survey)
- Outcomes of Pipeline Program participants (results of project evaluation)
- Outcomes of Mellon Humanities Alliance (results of project evaluation)
- Percentage of students satisfied with accessibility and disability services (survey)

Priority 2: Building the Theoretical and Experimental Sciences

2.1 Undertake outstanding scientific research with intellectual resources that are broad and deep
- Number of leading scientists and college-based faculty that join the GC

- Number of publications in high impact journals (Faculty Scholarship data)
- Citation statistics and web metrics for GC science programs, faculty and students
- Number of and attendance at events: meetings, workshops, seminars and public programs
- Documentation/description of new curricula
- Admission statistics for science programs: women and URM
- Grant activity and awards for central and campus science faculty

2.2 Remove barriers among the sciences and between the sciences and the humanities, social sciences, and arts
- Number of interdisciplinary research projects (see Priority 1)
- Number of new grants provided for interdisciplinary work
- Number of new interdisciplinary master's programs and enrollment in those programs

2.3 Enhance pedagogy in the sciences and raise the visibility of the sciences at the GC, NYC, nationally and internationally
- Student satisfaction with science curricula and teaching practices (student survey)
- Digital/web metrics on science webpages and social media accounts
- Citation statistics for GC faculty and students

Priority 3: Advancing Our Public Mission by Increasing Our Impact

3.1 Expand and integrate master's programs into the academic life of the GC
- Number of new master's programs and enrollment
- Master's student satisfaction with academic life (student survey)
- Master's student satisfaction with resources and academic and professional support (student survey)

3.2 Provide our doctoral students with exceptional training in pedagogy, becoming national leaders in graduate education
- Impact of TLC (results of evaluation)
- Percentage of alumni working in academia (by Carnegie Level)
- Impact of Mellon Alliance, WAC and QR programs (results of evaluation)

3.3 Model innovative methods of PhD professionalization, and encourage faculty focus on training students for both academic and non-academic careers
- Number of students participating in PD activities
- Student satisfaction with PD (DSES)
- Percent of students indicating that they are prepared for a variety of career options
- Career outcomes of students participating in PD (DSES, Exit Surveys, CGS Surveys)
- Number of students using services of Writing Center and Statistics Center, and evaluation of services
- Number of student grant applications and awards (see Priority 1)
- Number of alumni engaged in GC activities
- Student satisfaction with interactions with alumni (surveys or focus groups)
- Should we have something about growth and range of programs for Career, Teaching and any other new centers?

3.4 Increase impact through communications, programming, and non-degree programs that respond to public interest and reflect faculty's scholarly strengths and reputation

- Attendance at public events (see Priorities 1 and 2)
- Number of non-degree programs and enrollments
- Number of low-residency programs and enrollments
- Number of digital projects and digital reach (measures TBD)
- Website hits and downloads

3.5 Achieve greater recognition for our faculty and students by building stronger relationships with institutions in NYC and around the world

- Number of new partnerships with academic and non-academic institutions (see Priority 1)
- Anecdotes/case study of impact of partnerships

Priority 4: Diversifying Our Resources and Building Institutional Resilience

4.1 Cultivate the GC Foundation Board and a support base beyond alumni

- Dollar amount of fundraising
- Number of new donors
- Number of GC faculty and students involved in giving appeals

4.2 Strengthen connections with alumni to support fundraising and enrich our students' educational experiences and career development

- Number of alumni contacts by programs
- Dollar amount of alumni fundraising
- Number of alumni engaged in career development and mentorship programs

4.3 Launch the residence project in Long Island City

4.4 Increase efficiency and effectiveness of space allocation, utilization and infrastructure