

**UNIVERSITY PERFORMANCE GOALS & TARGETS AND QCC'S STRATEGIC PLAN
2006-2007**

CUNY Goals	University Objectives	University Indicators	2006-2007 University Targets	QCC Strategic Plan 2006-07
<p align="center">RAISE ACADEMIC QUALITY</p>	<p>1. Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix</p>	<ul style="list-style-type: none"> • Documented efforts to move flagship and priority programs and research programs to the next level • Recognition/validation from external sources • Self-reports by the colleges • Online course report and self-reports by colleges 	<ul style="list-style-type: none"> • Resources will be shifted to University flagship and college priority programs and to support the University's commitment to become a research-intensive institution. • CUNY and its colleges will draw greater recognition for academic quality. • Program reviews, paired with analyses of enrollment and financial data, will demonstrably shape academic decisions and allocations by colleges. • Colleges will expand online course and program offerings and use technology to enrich teaching among CUNY colleges. 	<ol style="list-style-type: none"> 1. As the undergraduate experience is paramount at an open admissions college, QCC will continue to recruit faculty that will create integrated teaching and learning experiences that invite students to become partners in intellectual inquiry. 2. Using the new Mission Statement and the Long Range Plan developed during 2005-06, establish objectives for the next five years and collect data for measures established for evaluating achievement of the Mission Stmt. 3. Continue with the third year of the new academic program review process: <ul style="list-style-type: none"> • Implement the action plans resulting from the A.A. in Liberal Arts and Sciences (LA), Computerized Architectural and Industrial Design (DD), and Telecommunications Technology (TC and TX) program reviews during 2005-06; • Prepare for TAC/ABET site visit in Fall 2006 and implement results; • Conduct program reviews for Business programs (accredited by ACBSP), for the A.S. in Fine and Performing Arts (FA), the A.A.S. in Digital Art and Design (DA), and the A.A.S. in Music Electronic Technology (ME). 4. Begin implementing the schedule for course assessment and use assessment results for academic program review. 5. CETL and ACC, under the direction of the Vice President for Academic Affairs, will support faculty and instructional staff development in pedagogy using educational technology, especially to enhance student learning in face-to-face classes, and to increase retention in online classes. The Office of Academic Affairs in conjunction with the Academic Senate Committee on Distance Education will assess the efficacy of online instruction and recommend appropriate changes. 6. With adoption of the 2005-09 Technology Plan, begin design for assessment of on- line courses. (See attached Technology Plan) 7. Increase by 5% the number of course sections using Blackboard above the 2005-06 figure (463), including expansion of e-portfolio to additional sections in CIS and MET, and in two other programs.

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	<p>2. Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	<ul style="list-style-type: none"> • College self-reports on efforts to build faculty quality through hiring and tenure processes and investments in faculty development • Faculty scholarship and creative activity report • % of instructional hours taught by FT faculty • Faculty & staff diversity reports 	<ul style="list-style-type: none"> • Colleges will continuously upgrade the quality of their faculty, as scholars and as teachers • Faculty research/scholarship will increase from 2005-2006 levels. • Instruction by full-time faculty will increase incrementally. • More under-represented faculty and staff will be recruited. 	<ol style="list-style-type: none"> 8. In conjunction with the Office of Academic Affairs and CETL, the Faculty Executive Committee will plan the fourth Conference of the College to be held in October 2006. 9. The campus will continue to foster the growth of scholarly and pedagogical presentations and publications and creative works, increasing by 10%. 10. CETL will coordinate pedagogical research at the College and report annually to the Academic Senate. Funding will be sought from grants to support faculty research through: <ul style="list-style-type: none"> • summer stipends for research, • faculty development in pedagogical research methods, • support for faculty research development. 11. The Office of Academic Affairs, working with the department Chairs, will build on mechanisms established for integrating adjunct faculty with the educational goals of the College; grant funds will be sought to increase adjunct involvement. 12. The percentage of instruction delivered by full time faculty declined to 52.9% [2006-07 baseline] in Fall 2005. Taking into account the impact of writing intensive courses and released time for new faculty, the College will take appropriate measures to maintain full-time instruction at least at this level. For 2006-07, the College will allocate lines as follows: One new line to Nursing and one to Chemistry. If Compact is fully funded, one new line to Biology. 13. In accordance with the College's Affirmative Action Plan: <ul style="list-style-type: none"> • Establish a program of recruiting designed to ameliorate the underutilization in departments; • Promulgate procedures utilized to address complaints and institute workshops designed to foster a climate of respect for and comfort with diversity; • Create a timetable of activities that will help implement the plan.

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<p>IMPROVE STUDENT SUCCESS</p>	<p>3. Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study</p>	<ul style="list-style-type: none"> • Campaign for Success indicators: % of students passing core courses with C or better; % enrolled in summer programs after the summer of entry. Associate colleges: pass rates on skills tests following remediation; % of remedial students at 30 credits who pass all basic skills tests 	<ul style="list-style-type: none"> • Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support. 	<p>14. Under the umbrella of the Plan for Integrated Education, introduced at the January 2006 Convocation, build on and /or launch the following initiatives:</p> <ul style="list-style-type: none"> a. Launch at least two student academies in Education and Technology. b. Continue to expand learning communities and seek grant support for them. (MDRC) c. Develop student exchange programs with PRC and several Spring-Break programs such as the Salzburg program. d. Continue the second year of two-year implementation period for the Writing Intensive requirement. e. Examine the content of ST-100 and expand ST-100 and MAP implementation f. Complete review of College's educational objectives and submit to the Academic Senate for consideration. g. Expand the e-portfolio pilot to additional sections of the four piloted courses in CIS and MET and to courses in two other curricula h. Restructure the College's tutoring program to provide academic tutoring clusters. i. Obtain feedback from faculty involvement in PIE initiatives to assess progress and respond to pedagogical and practical concerns. <p>15. Increase the percentage of students passing core courses (in freshman composition and credit-bearing math courses through pre-calculus) with C or better above 77.5%.</p> <p>16. Increase the percentage of freshmen and transfers taking one or more courses the summer after entry above 19.3%.</p> <p>17. Utilizing the results of ongoing study of remediation outcomes, increase pass rate on basic skills tests following remediation/ESL sequences above the Fall 2005 rates: Reading 57.2%; Writing 53.7%; Math 61.3%. Increase the % of remedial students at 30 credits who pass all basic skills tests above the 68% reported for Fall 2005. The Office of Academic Affairs will implement the recommendations of the 3 task forces created to study remedial and ESL programs.</p>

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	<p>4. Increase retention and graduation rates</p>	<ul style="list-style-type: none"> • Show & pass rates on CUNY proficiency exam • # of College Now course/workshop participants; course completion and pass rates; implementation of 2004-08 College Now strategic plan • One-year and two-year retention rates 	<ul style="list-style-type: none"> • Colleges will draw upon degree and adult and continuing education resources to improve basic skills and ESL outcomes University-wide. • Show & pass rates on the proficiency exam will rise CUNY-wide. • Colleges will work to improve readiness of high school students by meeting 95% of enrollments targets for College Now, achieving a 75% successful completion rate; implementing College Now strategic plans. • Retention rates will increase by an average of 2 percentage points. 	<ol style="list-style-type: none"> 18. Institutional Research will continue to coordinate evaluation of the College's curricular and pedagogical initiatives, looking at impact on retention and graduation. A report, following up on the previous year's report and including recommendations from the Office of Academic Affairs, will be presented to the Academic Senate by May 2007 for discussion and implementation. 19. Systematically integrate Art Gallery exhibits, Holocaust Resource Center exhibits and Performing Arts productions into the learning process. Increase classroom visits/tours of these programs by Queensborough students by 10% from 2005-06 baselines as follows: Art Gallery – 588 to 646 students; HRCA – 200 to 220 students; Performing Arts Center – 189 to 208 students and, in conjunction with faculty, incorporate such tours/visits into the curricula. 20. The Library and Office of Academic Affairs will implement the long term plan for the Library/Learning Center in consideration of the College's Mission, Long Range Plan, physical Master Plan and the PIE. The Academic Senate Committee on the Library will be consulted in an advisory capacity. 21. The percentage of required invitees taking the CUNY Proficiency Exam will rise above the 76.2% reported for 2005-06. 22. The percentage of required test takers passing the CUNY Proficiency Exam will rise above the 93.9% reported for 2005-06 23. Meet College Now enrollment targets and strive for a 75% or better success rate (A, B, C & P) for College Now students; implement CUNY-wide College Now Strategic Plan. 24. The Office of Academic Affairs will report to the President, on an annual basis, on the outcomes of all high school collaboration projects, i.e., College Now, Tech Prep, Project Prize. Report outcomes will guide decisions about high school collaborations. 25. Continue to increase the retention rate, above 68.3%. The Office of Institutional Research will further analyze the reasons for this strong rate of Freshmen Retention. Student Affairs and Academic Affairs will use this information to intensify successful strategies.

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	<p>5. Improve post-graduate outcomes</p>	<ul style="list-style-type: none"> • Six-year AA/AS/AAS, BA/BS graduation rates; four-year BA/BS graduation rates; four-year MA/MS graduation rates • Pass rates on licensure/certification exams • Survey of associate and baccalaureate graduates one year after leaving college. 	<ul style="list-style-type: none"> • Graduation rates will rise by an average of 2 percentage points in baccalaureate/masters programs and 1 point in associate programs. • Professional preparation programs will improve performance of their students on certification/licensing exams or maintain high performance. • Job and education placement rates for associate graduates will rise; job/education and satisfaction rate baselines will be established for baccalaureate graduates. 	<p>26. The Office of Institutional Research will provide data on factors associated with transfer student success. Student Affairs and Academic Affairs will analyze data to see what efforts should be intensified, modified, or discontinued.</p> <p>27. As part of the Culture of Success Plan, increase six-year graduation rate by 1 percentage point, to 23.2% for 2000 entering freshmen (first-time, full-time) cohort. Report annually on graduation rates both within and outside CUNY.</p> <p>28. The Office of Institutional Research and the Office of Student Affairs will discuss the appropriate assessment of the current Academic Advisement programs. Preliminary results indicate improvements in freshmen retention. Further analysis will be conducted to determine what activity assisted in improving this rate and which activities should be continued or intensified.</p> <p>29. A new Student Orientation program was implemented in Fall 2005 and the enrollment in ST 100 improved to over 65% of newly admitted students. The desired outcome will realize 100% enrollment of new students both freshmen and Transfers in ST 100. Establish a program of scholarships based on available funds by consolidating small scholarships, with the permission of the donor, into a general scholarship fund. Scholarships will be for:</p> <ol style="list-style-type: none"> a. Entering students b. Continuing students c. Scholarly presentations/research by students d. Fine and performing arts presentations by students <p>30. Maintain the current pass rate on the NCLEX exam, at least at 91.5%.</p> <p>31. Maintain or improve on first results on the licensure exam for graduates of the Massage Therapy program</p> <p>32. Improve the job placement rate above the 80.6% reported by those responding to the CUNY Perkins graduation and placement surveys of 2003-04 graduates. Report annually on placement rates for all graduates completing the QCC graduation and placement survey.</p> <p>33. The College will implement recommended changes in the York College Bridge to Transfer initiated in 2005-06 program and will evaluate the success of the first cohort in the Queens College Bridge to Transfer program.</p>

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	<p>6. Improve quality of student support services</p>	<ul style="list-style-type: none"> • Student experience survey results on satisfaction with academic, technological and support services, including personal counseling 	<ul style="list-style-type: none"> • Student satisfaction with academic support services, student services, personal counseling and use of technology to strengthen instruction will rise CUNY-wide. 	<p>34. Queensborough will continue to develop and implement articulations with sister CUNY colleges and will explore ways to ensure that Queensborough students can benefit from the Teachers Academy.</p> <p>35. Frequency of student use of computer technology will increase above figure reported in the 2006 CUNY Student Experience Survey.</p> <p>36. Student satisfaction with access to computer technology will rise above the figure reported in the 2006 CUNY Student Experience Survey.</p> <p>37. While it is too early to assess the effectiveness of the Relationship Manager program, the Student Affairs Office will assess student email usage, a primary tool used in the Relationship Manager program, and determine ways to increase student e-mail usage.</p> <p>38. Address the most significant student concerns identified in the 2006 QCC Student Experience Survey and establish tactics to increase student satisfaction in those areas by the next survey.</p> <p>39. Increase student satisfaction with academic support services, as indicated on the 2006 CUNY Student Experience Survey.</p> <p>40. Increase student satisfaction with student services, as indicated on the 2006 CUNY Student Experience Survey.</p> <p>41. A draft of the Student Bill of Rights & Responsibilities will be presented for discussion to the 1) Academic Senate Student Activities Comt., 2) Academic Senate Steering Comt., 3) Faculty Executive Committee. Upon final approval of the draft, the Vice President for Student Affairs will promote the document to the QCC community, including faculty, staff and students in an effort to "institutionalize" the statement.</p> <p>42. Create a task force representing the Offices of Academic Affairs & Student Affairs, student government and the appropriate Senate committee to explore alternative designated hours for clubs and meetings. In order to facilitate Fall 07 class scheduling, the task force should report to the Academic Senate in December.</p>

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<p>ENHANCE FINANCIAL AND MANAGEMENT EFFECTIVENESS</p>	<p>7. Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs</p>	<ul style="list-style-type: none"> • Enrollment in degree and adult and continuing education programs; SATs/CAAs; recruitment of students from under-represented groups 	<ul style="list-style-type: none"> • Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; colleges will heighten recruitment efforts for students from underrepresented groups; mean SATs/CAAs of baccalaureate entrants will rise. 	<p>43. The Vice President for Student Affairs will develop a more detailed Enrollment Projection Report, which will include information regarding each student population college-wide.</p> <p>44. Assess student performance outcomes of weekend GED program to determine if changes in instructional format, delivery and/or support services are needed; assess enrollment growth resulting from implementation of “on demand” class section/schedule to determine if changes in scheduling and format are needed.</p> <p>45. Drawing upon the experiences of the 2006 winter session, determine necessary improvements.</p> <p>46. Increase the number of direct admits (freshmen and transfers; Fall and Spring) still enrolled after the fifth week, above 2,204 and identify reasons for non-enrollment. Information will be used to help target recruitment and admissions efforts.</p> <p>47. Redesign enrollment marketing & advertising campaign as a two-prong approach of generic advertising & targeted program advertising to address enrollment goals:</p> <ul style="list-style-type: none"> • Conduct generic recruitment advertising, specifically for Open Houses and the “direct admissions” program, with complementary campaign targeted to key student populations: working adult students, transfer students, immigrant students. • Based on enrollment management data, develop targeted campaign geared to build up enrollment in key academic programs. <p>48. Continue to develop the college’s website as the primary vehicle for providing information to prospective students and continuing students:</p> <ul style="list-style-type: none"> • Institute web-based pages & complementary print publications to parents and families of prospective & current students. Develop in three or more languages to reflect the college’s enrollment. • Increase use of online processes for non-degree students to apply to the college. • Launch an electronic newsletter for high school college advisors to keep them informed about the College. • Incorporate career information reflecting employment opportunities from each program of study onto academic department pages. • Develop and disseminate a directory listing of career possibilities related to each of the college’s programs of study, with links to departmental pages and related news for additional information.

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	<p>8. Increase revenues from external sources</p>	<ul style="list-style-type: none"> • % of TIPPS course equivalencies completed; Degree Works installation by June 30, 2007; Degree Works log- ons by students • Alumni/corporate fundraising (CAE-VSE report) • Evidence of foundation restructuring and documented participation in CUNY Compact • Contract/grant awards (RF Report + CUNY projects) • Indirect cost recovery as ratio of overall grant/contract activity 	<ul style="list-style-type: none"> • All colleges will have completed TIPPS equivalency evaluations for 90% of courses by June 30, 2007; all colleges will install Degree Works by June 30, 2007; for each month that Degree Works is installed, an additional 1% of students will access this planning and advisement tool. • Alumni-corporate fundraising will increase 10% CUNY-wide. • Colleges will complete agreed-upon restructuring of their philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact. • Contract/grant awards will rise 5% CUNY-wide. • Indirect cost recovery ratios will improve CUNY-wide. 	<p>49. QCC work with TIPPS equivalencies will be completed. The College will maintain service during transition to ERP.</p> <p>50. Increase alumni/corporate/private fundraising by 10%, from \$738,835 to \$812,718; Increase artwork donations by 10%, from \$1,304,275 to \$1,434,702 Increase total fundraising by 10%, from \$2,043,110 to \$2,247,420. Increase number of alumni donors by 10%. Host the first annual alumni “homecoming” event.</p> <p>51. The College will review the CUNY guidelines and the FAR for college foundations and ensure that the QCC Fund, Inc. is in full compliance. In addition, the College will document how private funds will contribute to the required 0.2% of the CUNY Compact funding for new initiatives.</p> <p>52. Complete design of HRC and begin renovation by Spring 2007. Initiate fundraising campaign to generate endowment for HRC.</p> <p>53. Increase grant and contract awards by 10%, from \$3,167,027 to \$3,483,730</p> <ul style="list-style-type: none"> • Using the goals, objectives & activities identified in the college’s strategic plan and long range plan, develop an “all funds” project funding matrix, targeting potential funding sources for the various initiatives. Potential funding sources will include tax levy monies, grant monies, legislative monies, corporate and private foundation monies, and gifts from prospective donors. • Establish a more diversified base of grant funding. <p>54. Formulate a business plan to launch a CE workforce development initiative by Spring 2007.</p> <p>55. Continue to maximize indirect cost recovery to the extent allowable by the funding source, maintaining the rate for FY 2006 (7.1% preliminary). [Note: some funding sources, especially those that routinely do business with community</p>

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	<p>9. Improve productivity, service to students, and environmental health and safety.</p>	<ul style="list-style-type: none"> • Adult and Continuing Education revenues • Productivity targets • Surveys of student satisfaction with administrative services 	<ul style="list-style-type: none"> • Each college will meet agreed upon revenue targets for adult and continuing education. • Each college will achieve its productivity savings target and apply those funds to student instruction-related activities. • Student satisfaction with administrative services will rise or remain high at all CUNY colleges. 	<p>colleges, don't allow any indirect costs. Unlike the four-year colleges, community colleges historically do not have a preponderance of federal research grants, which allow high indirect cost rates, but rather service grants. For example, the Perkins grant funds currently constitute 1/3 of the total grant revenues at QCC and the NYSED has a mandated cap of 5% for its indirect costs.]</p> <ul style="list-style-type: none"> 56. Maintain Auxiliary Enterprise revenues at FY 2006 level. Factors: retention and expansion of public private partnerships for beverage pouring rights, food services and tennis court facilities. 57. The Office of Institutional Advancement will design a set of focus groups among external & internal constituencies to determine community perceptions and attitudes about the College. This information will be used to help shape the College's fundraising and marketing campaigns. 58. As mandated by CUNY, Continuing Education will, through revenue growth of 1.5%, meet its revenue target (defined as all expenditures plus 17.5% NYC "levy"). 59. Assess Continuing Education Spring 2006 programs that incorporate on line/ distance education to determine viability of online courses or programs and to determine target populations. 60. The College will meet its productivity target (sent with CUNY 2006-07 allocation book Summer 2007), and apply those funds in support of instruction and learning environment 61. Student satisfaction with administrative services will rise above the figure reported in the 2006 CUNY Student Experience Survey. 62. Design and implement training program for the front-line support staff in an effort to upgrade their knowledge of College processes and customer service skills. These training sessions will also include cross training among the personnel in the Student Services areas. Additionally, the Vice President for Student Affairs will lead an effort to upgrade all technology connected to these enrollment processes. As a result, student access to and satisfaction with on-line advisement, registration and financial aid services should improve.

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		<ul style="list-style-type: none"> • Percent of budget spent on administrative services • Evidence of a financial plan and balanced budget • Percentage of instruction delivered on Fridays, nights, weekends • Evidence of a chemical inventory and hazardous waste management system, and that faculty/staff working in labs have participated in hazardous waste training. 	<ul style="list-style-type: none"> • All colleges will have & implement financial plans with balanced budgets. • The % of instruction delivered on Fridays, nights, weekends will rise CUNY-wide, to better serve students and use facilities fully. • All colleges will develop a chemical inventory and hazardous waste management system. All faculty/staff working with chemicals or other hazardous substances will participate in hazardous waste training sessions. 	<p>63. The Advisory Committee to the Directors Council will conduct the first annual QCC HEO conference.</p> <p>64. The proportion of the tax levy budget spent on Administrative Services will hold constant at FY 2006 level.</p> <p>65. Implement capital projects funded by the New York City Council, the Queens Borough President and New York State/New York City matching funds, including: the Shadow Box Theatre renovation; Modernization of the Upper and Lower pedestrian malls; Abatement and Replacement of floor tiles in the Science Building; and the Renovation and Relocation of the Holocaust Resource Center.</p> <p>66. Based upon ADA/504 Compliance Survey recommendations, the Campus Facilities Office working with the Office of Services for Students with Disabilities, and the ADA/504 Committee, will implement improvements for compliance such as Braille signage, electronic door devices, and continuation of restroom facilities upgrade for ADA accessibility.</p> <p>67. The College will submit and implement its FY 2006-07 Financial Plan and end the year in balance.</p> <p>68. Increase Friday evening and weekend and summer sections in order to raise the percentage of FTEs generated by Friday, evening and weekend above the 33.1% reported for Fall 2005, spear-headed by weekend/evening coordinator. Also increase early morning offerings. Continue monitoring students' progress with the scheduling of classes.</p> <p>69. Also, as evening and weekend offerings increase, the College will address needs for additional instructional & non-instructional support.</p> <p>70. The Environmental Health and Safety Officer will oversee the implementation of a health and safety program that meets or exceeds CUNY standards.</p> <p>71. Continue our formal record keeping program to maintain compliance with EPA audit requirements and findings; continue our chemical inventory management system that meets to CUNY standards.</p> <p>72. Relocate grant-funded program from Flushing site to utilize facility space for other than POE programming.</p>

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				<p>73. The Campus Facilities Office will survey current utilization of college facilities. Disseminate findings for information/discussion/action. The results of a Library Space Utilization Study (2005-06) will be considered in the development of a long term plan for the library.</p> <p>74. Assuming receipt of public funds, begin planning construction of the student cafeteria located in the Science courtyard.</p> <p>75. Continue to move forward with the design phase of the new instructional building. The building cost estimate/allocation is now \$92 million.</p>