



## Performance Management Report

2012-13  
Year-End University Report  
Preliminary

*Office of Institutional Research and Assessment*  
May 22, 2013

**CUNY Performance Management Process  
University Year-End Report - Preliminary  
2012-13**

**Index of Main and Context Indicators**

Note: The current year's data are not yet available for indicators that are "grayed out" in this index. These indicators will be updated in the final PMP Year-End report published in July.

**Part A Main Indicators** ..... 1  
**Part B Context Indicators** ..... 73

**1 Raise Academic Quality**

**1 Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix**

**1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies.**

Colleges will document efforts to move flagship/priority programs, graduate and scientific research programs to the next level

**1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community.**

Colleges will provide evidence of recognition/validation from external sources

**1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.**

Colleges will submit a program review calendar indicating schedule of self-study, external review, and/or first year implementation of recommendations for all programs not otherwise separately accredited; to be updated each year (template to be provided)

Colleges will submit documentation for a recently completed departmental program review (self-study, external review report, summary of recommendations/implementation plan, and resulting actions by the college)

**1.4 Colleges will use technology to enrich courses and improve teaching.**

Percentage of instructional (student) FTEs offered partially or totally online ..... 2

Context: Percentage of instructional (student) FTEs offered totally online..... 74

Context: Percentage of instructional (student) FTEs offered partially online..... 75

Colleges will prepare additional reports on the use of instructional technology

**2 Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity**

**2.1 Colleges will continuously upgrade the quality of their full-time and part-time faculty, as scholars and as teachers.**

Colleges will report on their efforts to build faculty quality through hiring and tenure processes and through investments in faculty development

**2.2 Increase faculty research/scholarship.**

Average pieces of scholarship or creative activity per full-time professorial faculty member ..... 3

Context: Percentage of required faculty reporting scholarship (or no scholarship to report) - reporting compliance rate ..... 76

**2.3 Instruction by full-time faculty will increase incrementally.**

Context: Percentage of instructional FTEs delivered by full-time faculty..... 77

Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty ..... 4

Context: Percentage of instructional FTEs in graduate courses delivered by full-time faculty ..... 78

Mean teaching hours of veteran full-time faculty ..... 5

Context: Number of veteran full-time faculty.....	79
Context: Mean teaching hours of full-time faculty eligible for contractual release time.....	80
Context: Number of full-time faculty eligible for contractual release time.....	81
Context: Undergraduate student-faculty ratio.....	82
Context: Number of full-time faculty.....	83
Context: Number of FTE part-time faculty.....	84
Context: Number of full-time executive and professional staff.....	85
Context: Mean hours of reassigned time for sponsored research for veteran faculty.....	86
Context: Mean hours of reassigned time for sponsored and unsponsored research for faculty eligible for release time.....	87
Context: Percentage of veteran faculty with reassigned time for sponsored research.....	88
Context: Percentage of faculty eligible for release time with reassigned time for sponsored and unsponsored research.....	89

**2.4 Colleges will recruit and retain a diverse faculty and staff.**

Colleges will report on efforts to diversify faculty and staff

**2 Improve Student Success**

**3 Ensure that all students receive a quality general education and effective instruction**

**3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative.**

Colleges will present evidence of their curricular development and revision, and alignment of courses leading into the large transfer majors

**3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.**

***Baccalaureate***

Percentage of total credits earned of those attempted by SEEK students (SEEK students in a given fall term).....	6
Context: Number of SEEK students in base of main indicator.....	90
Percentage of total credits earned of those attempted by ESL students (ESL students identified as students ever enrolled in an ESL course).....	7
Context: Number of ESL students in base of main indicator.....	91

***Associate***

Pass rate in reading on exit from remediation.....	8
Pass rate in writing on exit from remediation.....	9
Pass rate in math on exit from remediation.....	10
Percentage of associate degree students not fully skills proficient upon initial testing who have met basic skills proficiency in reading, writing and math by the 30th credit.....	11
Context: Percentage of associate degree students not proficient in reading upon initial testing who have met basic skills proficiency in reading by the 30th credit.....	92
Context: Percentage of associate degree students not proficient in writing upon initial testing who have met basic skills proficiency in writing by the 30th credit.....	93
Context: Percentage of associate degree students not proficient in math upon initial testing who have met basic skills proficiency in math by the 30th credit.....	94

**3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.**

Percentage of students passing freshman composition with C or better.....	12
Context: Percentage of students withdrawing from freshman composition.....	95
Percentage of students passing gateway mathematics courses with C or better.....	13
Context: Percentage of students withdrawing from gateway mathematics.....	96
Percentage of CLA target sample who were administered the CLA test.....	14

**3.4 Colleges will reduce performance gaps among students from underrepresented groups.**

Gap in the one-year retention rate between underrepresented minority and non-underrepresented minority first-time freshmen enrolled in a baccalaureate program (full-time entrants)..... 15

Gap in the one-year retention rate between underrepresented minority and non-underrepresented minority first-time freshmen enrolled in an associate program (full-time entrants) ..... 18

**3.5 Colleges will show progress on implementing faculty-driven assessment of student learning.**

Colleges will provide evidence that faculty are assessing student learning, using results to make improvements, and documenting the process

**4 Increase retention and graduation rates and ensure students make timely progress toward degree completion**

**4.1 Colleges will facilitate students' timely progress toward degree completion.**

***Baccalaureate***

Percentage of freshmen and transfers taking one or more courses the summer after entry ..... 21

Percentage of baccalaureate students who have declared a major by the 70th credit ..... 22

Average number of credits earned by full-time first-time freshmen in baccalaureate programs in the first 12 months (fall, winter, spring and summer terms) ..... 23

Ratio of FTEs to Headcount in baccalaureate programs ..... 24

***Associate***

Percentage of first-time freshmen who complete freshman composition within 2 years of entry ..... 25

Percentage of first-time freshmen who complete a credit-bearing math course within 2 years of entry ..... 26

Ratio of FTEs to Headcount in associate programs ..... 27

**4.2 Retention rates will increase progressively.**

***Baccalaureate***

One-year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry one year later ..... 28

Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in baccalaureate programs ..... 29

One-year Retention Rate: Percentage of full-time transfers into baccalaureate programs still enrolled in the college of transfer entry one year later (or earned degree pursued) ..... 30

***Associate***

One-year Retention Rate (institution rate): Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later ..... 31

Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in associate programs ..... 32

Context: One-year Retention Rate (system rate): Percentage of full-time first-time freshmen in associate programs still enrolled in any CUNY college one year later ..... 97

**4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.**

***Baccalaureate***

Four-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within four years ..... 33

Difference between actual and predicted (regression-adjusted) four-year graduation rate of full-time first-time freshmen in baccalaureate programs ..... 34

Context: Six-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within six years ..... 98

Four-year Graduation Rate: Percentage of full-time transfers into baccalaureate programs who graduated from the college of transfer entry within four years ..... 35

**Associate**

Context: Six-year Graduation Rate (institution rate): Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within six years ..... 99

Four-year Graduation Rate: Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within four years ..... 36

Difference between actual and predicated (regression-adjusted) four-year graduation rate of full-time first-time freshmen in associate programs ..... 37

Context: Six-year Graduation Rate (system rate): Percentage of full-time first-time freshmen in associate programs who graduated from any CUNY college within six years of entry ..... 100

Context: Percentage of full-time first-time freshmen in associate programs who transferred outside of CUNY within six years of entry without having earned a degree from the college of entry..... 101

**Master’s**

Four-year Graduation Rate: Percentage of master's students who graduated within four years of entry into the master's program..... 38

**5 Improve post-graduate outcomes**

**5.1 Professional preparation programs will improve or maintain the quality of successful graduates.**

Number of credentialed teachers (from traditional and alternative certification programs) ..... 39

Percentage passing a Content Specialty Test (CST) ..... 40

Context: Number taking a Content Specialty Test (CST) ..... 102

Percentage passing the NCLEX exam ..... 41

Context: Number taking the NCLEX exam ..... 103

Context: Number of graduates from programs leading to the RN license ..... 104

Context: Number of graduates from baccalaureate-level nursing programs for licensed nurses..... 105

Senior colleges will report mean test scores of their baccalaureate graduates on professional/graduate school entrance exams (MCAT, LSAT, GMAT, GRE)

**5.2 Job and education rates for graduates will increase.**

Context: Six-month job placement rate in career and technical education programs ..... 106

Context: Six-month education placement rate in career and technical education programs ..... 107

Six-month job and education placement rate in career and technical education programs ..... 42

Colleges will report on post-graduate satisfaction rate of baccalaureate graduates one year after graduation (job and education)

**6 Improve quality of campus life and student and academic support services**

**6.1 Colleges will improve the quality of student life and campus climate.**

Colleges will present evidence of improved quality of life and campus climate

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Campus Climate..... 43

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Responsiveness to Diverse Populations ..... 44

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Safety and Security ..... 45

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Student Centeredness ..... 46

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Campus Life ..... 47

**6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.**

Colleges will present evidence of improved quality and satisfaction with student, academic, and technological support services

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Academic Advising Effectiveness..... 48

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Campus Support Services ..... 49

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Concern for the Individual ..... 50

Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Academic Services..... 51

**3 Enhance Financial and Management Effectiveness**

**7 Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

**7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.**

Percentage difference between actual and target FTE enrollment..... 52

Total Enrollment ..... 53

Total FTEs..... 54

Context: First-time Freshmen..... 108

Context: Transfers..... 109

Total Undergraduates ..... 55

Context: New Graduates..... 110

Total Graduates ..... 56

Mean SAT Score of regularly-admitted first-time freshmen enrolled in baccalaureate programs ..... 57

Context: Mean SAT Score of regularly-admitted first-time freshmen enrolled in baccalaureate programs, excluding ESL students ..... 111

Mean College Admissions Average (CAA) of regularly-admitted first-time freshmen enrolled in baccalaureate programs..... 58

**7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.**

Colleges will document efforts to communicate Pathways gen ed and major curricular requirements to students, faculty, and staff, change infrastructure in support of Pathways (e.g., DegreeWorks), and create dual admission/degree programs or other effective means of facilitating transfer

***Baccalaureate***

Context: Number of transfers from CUNY AA/AS programs ..... 112

Context: Number of transfers from CUNY AAS programs..... 113

***Associate***

Context: Percentage of AA/AS recipients who transferred to a CUNY baccalaureate program ..... 114

Context: Percentage of AAS recipients who transferred to a CUNY baccalaureate program..... 115

Context: Average first term GPA of transfers from AA/AS programs ..... 116

Context: Average first term GPA of transfers from AAS programs..... 117

Context: One-year (Fall-to-Fall) retention rate of AA/AS transfers to baccalaureate programs ..... 118

Context: One-year (Fall-to-Fall) retention rate of AAS transfers to baccalaureate programs ..... 119

**7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission**

Percent of target College Now enrollment achieved..... 59

Context: Total College Now enrollment (high school and college credit courses)..... 120

Context: College Now enrollment in college credit courses..... 121

Context: Percentage of College Now participants who earn an A, B, or C in College Now high school and college credit courses .....	122
Context: Percentage of College Now participants with previous enrollment in College Now high school and college credit courses .....	123
Number of seats filled in Adult and Continuing Education courses .....	60
<b>8 Increase revenues and decrease expenses</b>	
<b>8.1 Alumni-corporate fundraising will increase 10%.</b>	
Total Voluntary Support (weighted rolling average).....	61
Context: Total Voluntary Support (annual amounts).....	124
Colleges will provide evidence of increased alumni outreach	
<b>8.2 Colleges will make progress within a declared capital campaign.</b>	
Colleges will make progress within a declared capital campaign	
<b>8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.</b>	
Colleges will provide evidence of meeting productivity and revenue targets	
Revenue (degree-credit) as a percentage of target.....	62
Revenue (non-credit/ACE) as a percentage of target.....	63
Collection rate (weighted, rolling, three-year average) .....	64
<b>8.4 Colleges will improve or maintain sound financial management and controls.</b>	
General Administration as a percentage of total tax levy budget .....	65
Context: General Administration .....	125
<b>8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve.</b>	
Colleges will provide evidence of financial health and a solid financial plan	
Percent of allocated budget retained as reserve .....	66
<b>8.6 Contract/grant awards will increase.</b>	
Grants and contracts awarded (weighted, rolling, three-year average).....	67
Context: Percentage of Total Award Dollars that are for Research.....	126
<b>8.7 Indirect cost recovery ratios will improve.</b>	
Indirect cost recovery as a percentage of overall activity .....	68
<b>9 Improve administrative services</b>	
<b>9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.</b>	
Colleges will present evidence of improved student satisfaction with nonacademic administrative support services	
Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Admissions and Financial Aid Effectiveness .....	69
Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Registration Effectiveness.....	70
Baseline satisfaction ratings of relevant Noel-Levitz scales will be established - Service Excellence .....	71
<b>9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.</b>	
Percentage of FTEs offered on Fridays, evenings or weekends .....	72
Context: Percentage of FTEs offered on Fridays .....	127
Context: Percentage of FTEs offered on evenings.....	128
Context: Percentage of FTEs offered on weekends .....	129
<b>9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.</b>	
Colleges will provide evidence of compliance in target areas and evidence of a business continuity plan	

**9.4 All colleges will make progress on CUNYfirst implementation.**

Colleges will provide evidence of participation in CUNYfirst training activities, effective communication, and change/change readiness activities

**9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.**

Colleges will provide evidence of annual progress implementing goals and initiatives from each of the seven areas of a college's multi-year sustainability plan (e.g., energy)



**University Performance Management Process  
2012-13 Year-End Report - Preliminary**

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**PART A. MAIN INDICATORS**

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

University Target: 1.4 Colleges will use technology to enrich courses and improve teaching.

#### Percentage of instructional (student) FTEs offered partially or totally online

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	0.3	0.1	1.3	2.9	2.9
Brooklyn	10.5	11.5	13.3	15.4	8.4
City	0.2	0.0	0.4	1.0	1.3
Hunter	3.8	4.6	5.0	6.5	6.7
John Jay	---	---	---	5.0	5.5
Lehman	6.6	8.0	10.9	13.6	15.4
Queens	10.8	1.5	4.4	1.8	2.8
York	0.9	1.1	2.1	3.0	4.5
<b>Senior College Average</b>	<b>5.1</b>	<b>3.8</b>	<b>5.3</b>	<b>5.9</b>	<b>5.5</b>
<b>Comprehensive</b>					
John Jay	3.4	3.3	4.2	---	---
Medgar Evers	2.9	2.3	2.6	2.5	3.0
NYCCT	1.4	5.0	4.0	5.0	5.8
Staten Island	0.9	1.3	1.7	2.5	2.8
<b>Comprehensive College Average</b>	<b>2.0</b>	<b>3.1</b>	<b>3.2</b>	<b>3.5</b>	<b>4.1</b>
<b>Community</b>					
BMCC	15.0	21.7	25.1	28.8	30.8
Bronx	1.2	2.0	2.2	2.0	1.9
Hostos	4.3	2.5	2.3	2.9	4.9
Kingsborough	10.9	13.7	14.3	18.3	3.2
LaGuardia	0.1	0.4	0.9	1.2	2.7
New Community College	---	---	---	---	5.2*
Queensborough	0.5	0.8	1.3	2.4	3.0
<b>Community College Average</b>	<b>6.8</b>	<b>8.9</b>	<b>10.0</b>	<b>12.1</b>	<b>10.3</b>
<b>University Average</b>	<b>5.1</b>	<b>5.4</b>	<b>6.6</b>	<b>7.8</b>	<b>7.1</b>

Note: Values are computed as the number of student FTEs in sections designated as either partially or fully online divided by the total number of student FTEs. Both undergraduate and graduate courses are included. Sections with the instructional component either partially or totally online are determined by the designation in the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection.

\*Based on fewer than 25 students.

# University Performance Management Process

## 2012-13 Year-End Report

### Goal: Raise Academic Quality

#### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.2 Increase faculty research/scholarship.

#### Average pieces of scholarship or creative activity per full-time professorial faculty member.

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Senior</b>					
Baruch	0.7	0.7	0.8	0.7	0.8
Brooklyn	0.6	1.0	0.9	1.0	1.0
City	1.5	1.2	1.3	1.8	2.2
Hunter	1.3	1.3	1.5	1.5	1.6
John Jay	---	---	---	0.5	1.3
Lehman	0.4	0.0	0.8	1.1	1.5
Queens	1.1	1.8	1.4	2.3	2.2
York	0.4	0.5	0.7	0.6	1.3
<b>Senior College Average</b>	<b>0.9</b>	<b>1.0</b>	<b>1.1</b>	<b>1.3</b>	<b>1.5</b>
<b>Comprehensive</b>					
John Jay	0.6	0.4	0.5	---	---
Medgar Evers	0.3	0.1	0.0	0.1	0.3
NYCCT	0.3	0.5	0.5	0.6	0.7
Staten Island	0.0	0.9	0.5	1.1	1.2
<b>Comprehensive College Average</b>	<b>0.3</b>	<b>0.5</b>	<b>0.4</b>	<b>0.7</b>	<b>0.8</b>
<b>Community</b>					
BMCC	0.1	0.2	0.1	0.1	0.5
Bronx	0.2	0.2	0.2	0.1	0.3
Hostos	0.5	0.3	0.3	0.9	0.8
Kingsborough	0.2	0.4	0.3	0.6	0.5
LaGuardia	0.1	0.2	0.2	0.4	0.4
New Community College	---	---	---	---	0.0
Queensborough	0.4	0.4	0.3	0.5	0.6
<b>Community College Average</b>	<b>0.2</b>	<b>0.3</b>	<b>0.2</b>	<b>0.4</b>	<b>0.5</b>
<b>Graduate</b>					
Graduate School	1.2	1.3	0.8	1.4	1.5
School of Journalism	0.4	0.1	0.4	0.4	0.1
School of Professional Studies	0.0	0.0	0.0	0.0	1.3
Law School	0.0	0.0	0.1	0.1	0.1
<b>University Average</b>	<b>0.6</b>	<b>0.7</b>	<b>0.8</b>	<b>1.0</b>	<b>1.1</b>

Note: These data come from the CUNY Faculty Scholarship Collection. The works included have changed since last year's report. The work types counted this year are: Books authored, book chapters, conference presentations published as proceedings, peer reviewed journal articles, exhibits at curated art shows, direction/choreography/dramaturgy/design, music composition published/performed, and plays produced/performed. Averages reflect the number of works reported divided by the number of required faculty.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

#### Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	50.6	49.4	49.0
Brooklyn	47.5	42.7	43.1
City	47.0	49.4	48.7
Hunter	41.0	35.9	32.8
John Jay	---	---	33.9
Lehman	44.5	44.1	48.1
Queens	46.7	43.1	41.0
York	51.3	55.6	49.7
<b>Senior College Average</b>	<b>46.4</b>	<b>44.6</b>	<b>42.3</b>
<b>Comprehensive</b>			
John Jay	41.6	37.1	---
Medgar Evers	48.5	44.6	41.9
NYCCT	49.8	46.6	45.9
Staten Island	35.7	33.4	36.5
<b>Comprehensive College Average</b>	<b>43.3</b>	<b>40.0</b>	<b>41.5</b>
<b>Community</b>			
BMCC	46.2	44.3	45.9
Bronx	57.6	57.0	54.7
Hostos	61.5	56.1	53.8
Kingsborough	52.6	54.6	54.8
LaGuardia	40.4	41.0	39.4
New Community College	---	---	---
Queensborough	51.9	52.2	49.8
<b>Community College Average</b>	<b>49.8</b>	<b>49.5</b>	<b>48.6</b>
<b>University Average</b>	<b>47.1</b>	<b>45.6</b>	<b>44.8</b>

Note: Annual FTEs reflect sections taught in fall and spring semesters. Beginning with fall 2009, this indicator is based on data from the faculty workload data collection from CUNYfirst. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also cross-listed/combined, due to limitations in the available data. This indicator is calculated by dividing the total number of student FTEs in undergraduate courses taught by full-time faculty members by the total FTEs in all undergraduate courses. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (instruction is added to both the numerator and the denominator). Other winter session sections are excluded. Full-time faculty members are defined as those of professorial rank, instructors and lecturers. Chairs are included. Instruction is credited to the faculty member's appointment college. Excludes College Now sections reported to OIRA as of May 1, 2013.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

#### Mean teaching hours of veteran full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	14.8	15.1	15.4
Brooklyn	15.8	15.4	15.9
City	16.5	16.1	14.1
Hunter	13.6	13.9	13.7
John Jay	---	---	15.0
Lehman	15.9	16.2	15.9
Queens	15.7	15.1	15.1
York	17.2	16.6	16.5
<b>Senior College Average</b>	<b>15.3</b>	<b>15.2</b>	<b>15.0</b>
<b>Comprehensive</b>			
John Jay	16.3	16.5	---
Medgar Evers	15.2	15.8	15.2
NYCCT	19.7	20.1	19.1
Staten Island	15.9	14.9	16.8
<b>Comprehensive College Average</b>	<b>17.1</b>	<b>16.8</b>	<b>17.4</b>
<b>Community</b>			
BMCC	23.2	22.8	24.0
Bronx	21.7	20.9	21.7
Hostos	22.2	21.2	21.6
Kingsborough	21.3	20.8	22.5
LaGuardia	19.6	19.6	18.8
New Community College	---	---	---
Queensborough	22.6	23.1	22.9
<b>Community College Average</b>	<b>21.9</b>	<b>21.6</b>	<b>22.2</b>
<b>Graduate</b>			
Graduate School	11.4	10.1	11.0
School of Journalism	5.3*	9.0*	9.0*
School of Professional Studies	---	6.0*	10.0*
Law School	10.0*	10.7*	11.5*
<b>University Average</b>	<b>17.1</b>	<b>16.8</b>	<b>16.7</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts. Teaching hours are: 1) annual mean contracted hours of veteran full-time professorial faculty (not eligible for contractual release time) who teach in both fall and spring as reported in the FWL; 2) the sum of annual (fall and spring) instructional workload hours (non-overload) of veteran full-time professorial faculty divided by the number of veteran full-time professorial faculty; 3) credited to a faculty member's appointment college. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. City College excludes Sophie Davis School of Biomedical Education.

\*Based on fewer than 25 faculty members.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Indicator*

#### Percentage of total credits earned of those attempted by SEEK students (SEEK students in a given fall term)

Baccalaureate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	92.1	94.8	94.6	94.2	95.9
Brooklyn	91.0	91.7	93.6	92.7	94.5
City	90.0	89.6	92.1	92.5	91.7
Hunter	89.1	89.5	89.9	91.8	93.1
John Jay	---	---	---	87.6	89.8
Lehman	87.1	87.5	89.5	91.4	92.5
Queens	89.6	89.1	92.0	91.2	93.1
York	83.9	86.6	87.5	86.4	87.8
<b>Senior College Average</b>	<b>88.9</b>	<b>89.7</b>	<b>91.4</b>	<b>90.9</b>	<b>92.2</b>
<b>Comprehensive</b>					
John Jay	91.8	89.5	90.4	---	---
Medgar Evers	86.8	86.2	83.6	87.7	89.0
NYCCT	92.4	92.3	92.3	92.3	91.5
Staten Island	91.0	91.7	93.0	92.5	94.5
<b>Comprehensive College Average</b>	<b>91.1</b>	<b>89.9</b>	<b>90.5</b>	<b>91.4</b>	<b>92.2</b>
<b>University Average</b>	<b>89.4</b>	<b>89.7</b>	<b>91.2</b>	<b>90.9</b>	<b>92.2</b>

Note: Reflects the percentage of credits earned of those attempted; withdrawals (W, WA, and WN grades) are excluded from the base.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Indicator*

#### Percentage of total credits earned of those attempted by ESL students (ESL students identified as students ever enrolled in an ESL course)

Baccalaureate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Baruch	94.2	94.9	95.8	95.5	95.2
Brooklyn	93.4	91.6	93.2	94.0	93.4
City	92.4	92.6	94.0	93.2	92.5
Hunter	90.3	90.8	93.3	95.3	93.9
John Jay	---	---	---	96.2	95.6
Lehman	93.8	94.8	96.0	95.4	96.6
Queens	94.0	93.0	93.4	91.6	93.7
York	92.0	91.8	93.0	92.9	93.7
<b>Senior College Average</b>	<b>93.3</b>	<b>93.0</b>	<b>94.2</b>	<b>94.0</b>	<b>94.2</b>
John Jay	95.6	95.4	95.1	---	---
Medgar Evers	92.1	94.7	93.4	92.1	95.1
NYCCT	96.4	95.9	96.0	96.3	96.6
Staten Island	96.3	95.2	96.5	94.8	95.6
<b>Comprehensive College Average</b>	<b>95.2</b>	<b>95.3</b>	<b>95.6</b>	<b>94.6</b>	<b>95.7</b>
School of Professional Studies	100.0*	91.7*	87.9*	98.2*	87.8*
<b>University Average</b>	<b>93.7</b>	<b>93.5</b>	<b>94.5</b>	<b>94.2</b>	<b>94.5</b>

Note: Reflects students who ever completed an ESL course at CUNY.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Methodology*

#### Pass rate in reading on exit from remediation

##### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	60.9	53.9	42.9*	25.0*	---
Medgar Evers	44.6	39.6	36.0	35.3	39.1
NYCCT	62.0	63.3	64.0	50.8	59.1
Staten Island	48.8	53.6	48.5	47.1	58.6
<b>Comprehensive College Average</b>	<b>55.3</b>	<b>53.4</b>	<b>49.7</b>	<b>44.1</b>	<b>52.2</b>
<b>Community</b>					
BMCC	47.2	45.1	46.5	44.7	48.3
Bronx	56.5	54.6	54.8	47.4	40.8
Hostos	34.9	35.4	31.3	33.6	30.9
Kingsborough	57.9	54.1	50.9	44.7	42.3
LaGuardia	39.0	35.3	34.6	36.3	38.4
New Community College	---	---	---	---	---
Queensborough	46.4	52.3	48.7	42.4	42.6
<b>Community College Average</b>	<b>45.7</b>	<b>45.1</b>	<b>43.6</b>	<b>41.7</b>	<b>41.8</b>
<b>University Average</b>	<b>47.5</b>	<b>46.4</b>	<b>44.4</b>	<b>41.9</b>	<b>42.7</b>

Note: Pass rates reflect the number of students who passed a reading test divided by the number of students who took a reading test during the exit period or took a last-in-sequence reading course in the fall term. Pass rates for all years exclude non-degree seeking students.

\*Based on fewer than 25 students.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Methodology*

#### Pass rate in writing on exit from remediation

Associate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	54.9	52.8	39.8	33.3*	0.0*
Medgar Evers	32.4	36.8	29.0	37.5	39.1
NYCCT	40.0	35.4	43.4	36.9	48.9
Staten Island	42.2	45.9	53.4	39.9	52.4
<b>Comprehensive College Average</b>	<b>41.8</b>	<b>41.3</b>	<b>41.6</b>	<b>37.8</b>	<b>46.9</b>
<b>Community</b>					
BMCC	38.1	44.3	38.6	33.1	61.5
Bronx	55.9	56.5	53.6	57.2	58.8
Hostos	33.3	35.6	33.5	34.4	35.0
Kingsborough	37.9	32.1	38.8	41.4	46.1
LaGuardia	36.8	37.5	45.9	44.2	40.7
New Community College	---	---	---	---	---
Queensborough	45.9	41.3	47.6	40.0	40.8
<b>Community College Average</b>	<b>39.6</b>	<b>40.9</b>	<b>42.5</b>	<b>39.8</b>	<b>50.2</b>
<b>University Average</b>	<b>40.1</b>	<b>41.0</b>	<b>42.3</b>	<b>39.5</b>	<b>49.8</b>

Note: Pass rates reflect the number of students who passed a writing test divided by the number of students who took a writing test during the exit period or took a last-in-sequence writing course in the fall term. Pass rates for all years exclude non-degree seeking students.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Methodology*

#### Pass rate in math on exit from remediation

Associate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	29.7	49.8	46.6	40.0	40.0*
Medgar Evers	15.3	23.2	24.9	30.7	28.4
NYCCT	29.7	30.3	28.1	37.0	33.9
Staten Island	29.5	31.7	32.9	46.5	38.2
<b>Comprehensive College Average</b>	<b>26.7</b>	<b>32.1</b>	<b>30.2</b>	<b>37.7</b>	<b>34.4</b>
<b>Community</b>					
BMCC	28.7	31.9	32.3	46.6	33.3
Bronx	27.1	29.7	20.7	38.3	39.9
Hostos	28.5	30.8	31.3	49.9	33.5
Kingsborough	29.7	25.6	32.8	39.8	50.7
LaGuardia	28.7	29.9	30.9	37.8	42.0
New Community College	---	---	---	---	---
Queensborough	24.9	24.7	25.8	42.0	36.7
<b>Community College Average</b>	<b>28.0</b>	<b>29.0</b>	<b>29.4</b>	<b>42.6</b>	<b>38.8</b>
<b>University Average</b>	<b>27.7</b>	<b>29.7</b>	<b>29.6</b>	<b>41.7</b>	<b>38.0</b>

Note: Through fall 2010, pass rates reflect the number of students who passed the COMPASS Math 2 (Algebra) test divided by the number of students who took the COMPASS Math 2 test during the exit period or took a last-in-sequence math course in the fall term. In fall 2011 and fall 2012, pass rates reflect the number of students who passed the COMPASS Math 2 test or passed a last-in-sequence math course (grade C or better) divided by the number of students who took the COMPASS Math 2 test during the exit period or took a last-in-sequence math course in the fall term. Pass rates for all years exclude non-degree seeking students.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### Percentage of associate degree students not fully skills proficient upon initial testing who have met basic skills proficiency in reading, writing and math by the 30th credit

##### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	71.5	74.9	78.5	76.5	83.3*
Medgar Evers	64.5	66.6	69.3	73.7	66.1
NYCCT	92.0	90.6	91.4	88.9	75.1
Staten Island	89.2	88.9	85.4	86.5	67.1
<b>Comprehensive College Average</b>	<b>82.3</b>	<b>82.8</b>	<b>83.8</b>	<b>83.7</b>	<b>70.8</b>
<b>Community</b>					
BMCC	65.9	60.9	61.5	58.6	53.4
Bronx	52.7	45.5	45.8	46.1	39.9
Hostos	64.2	64.6	58.5	58.1	51.1
Kingsborough	57.1	52.3	46.1	43.7	42.3
LaGuardia	67.5	63.7	62.3	63.1	55.0
New Community College	---	---	---	---	---
Queensborough	68.3	64.4	67.0	62.6	51.8
<b>Community College Average</b>	<b>62.6</b>	<b>58.3</b>	<b>56.7</b>	<b>55.1</b>	<b>49.1</b>
<b>University Average</b>	<b>67.4</b>	<b>64.2</b>	<b>62.7</b>	<b>60.7</b>	<b>53.3</b>

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in one or more subject areas. Basic skills proficiency is based on data available in the SKAT database (and the Performance file for math) and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. Starting from fall 2011, students are considered fully proficient if they 1) are proficient in reading and writing and 2) passed the math test prior to the term or passed a last-in-sequence math course starting from spring 2011 (grade C or better). For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

#### Percentage of students passing freshman composition with C or better

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	94.9	95.9	94.2	94.4	94.9
Brooklyn	79.5	82.8	83.1	81.7	89.0
City	91.5	92.5	92.8	91.1	93.6
Hunter	93.3	95.4	95.2	96.8	94.7
John Jay	---	---	---	82.2	86.4
Lehman	87.7	90.1	88.3	92.9	91.2
Queens	93.1	91.8	92.8	91.9	91.4
York	81.3	80.9	84.7	84.8	85.1
<b>Senior College Average</b>	<b>89.2</b>	<b>90.7</b>	<b>90.5</b>	<b>89.4</b>	<b>90.6</b>
<b>Comprehensive</b>					
John Jay	82.2	82.1	83.6	---	---
Medgar Evers	71.8	70.4	73.2	68.6	71.3
NYCCT	84.2	84.6	84.4	87.1	84.1
Staten Island	91.5	91.1	92.0	92.5	91.8
<b>Comprehensive College Average</b>	<b>84.0</b>	<b>83.6</b>	<b>84.7</b>	<b>85.4</b>	<b>84.5</b>
<b>Community</b>					
BMCC	80.7	80.4	81.1	82.3	83.5
Bronx	84.1	78.4	78.4	80.5	82.8
Hostos	82.9	80.5	81.1	81.1	76.9
Kingsborough	86.7	88.1	85.4	84.6	83.3
LaGuardia	78.1	75.6	76.4	79.6	81.6
New Community College	---	---	---	---	20.8
Queensborough	87.0	86.6	85.1	83.1	82.3
<b>Community College Average</b>	<b>82.8</b>	<b>81.8</b>	<b>81.4</b>	<b>82.2</b>	<b>80.3</b>
<b>University Average</b>	<b>84.8</b>	<b>84.4</b>	<b>84.2</b>	<b>84.8</b>	<b>83.6</b>

Note: Based on students completing freshman composition in the fall of a given term. Students earning a C- (or lower) are not included in the numerator of the percentage calculation. Students are counted once for each course in a given semester.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

#### Percentage of students passing gateway mathematics courses with C or better

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	61.4	50.6	54.9	51.4	56.8
Brooklyn	74.2	70.5	76.7	82.2	64.1
City	67.0	65.3	64.0	74.4	61.3
Hunter	58.0	72.8	78.3	77.1	79.6
John Jay	---	---	---	64.4	69.2
Lehman	63.7	67.6	69.8	77.7	75.5
Queens	73.4	64.2	75.8	69.3	73.6
York	59.3	69.9	63.9	67.3	70.3
<b>Senior College Average</b>	<b>64.3</b>	<b>64.2</b>	<b>67.7</b>	<b>67.4</b>	<b>68.9</b>
<b>Comprehensive</b>					
John Jay	61.6	59.8	62.9	---	---
Medgar Evers	68.7	76.0	66.3	77.9	74.2
NYCCT	55.5	61.5	56.1	60.8	62.8
Staten Island	70.8	66.1	70.1	70.6	68.7
<b>Comprehensive College Average</b>	<b>61.4</b>	<b>63.3</b>	<b>61.7</b>	<b>66.5</b>	<b>66.0</b>
<b>Community</b>					
BMCC	69.1	71.3	74.9	73.4	71.9
Bronx	56.8	45.8	55.6	63.6	67.0
Hostos	67.6	68.1	66.1	74.9	81.1
Kingsborough	74.4	67.8	71.2	73.9	69.7
LaGuardia	59.5	59.6	62.5	62.8	61.2
New Community College	---	---	---	---	60.8
Queensborough	56.3	57.1	60.3	60.5	65.4
<b>Community College Average</b>	<b>64.9</b>	<b>63.8</b>	<b>67.0</b>	<b>67.2</b>	<b>66.5</b>
<b>University Average</b>	<b>63.2</b>	<b>63.7</b>	<b>64.9</b>	<b>67.1</b>	<b>67.2</b>

Note: Based on students completing a credit-bearing math course through pre-calculus in the fall of a given term. Students earning a C- (or lower) are not included in the numerator of the percentage calculation. Students are counted once for each course in a given semester.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

#### *New Indicator*

#### Percentage of CLA target sample who were administered the CLA test

	<u>2012-13</u>
<b>Senior</b>	
Baruch	100.0
Brooklyn	100.0
City	100.0
Hunter	100.0
John Jay	100.0
Lehman	87.5
Queens	100.0
York	84.0
<b>Senior College Average</b>	<b>96.4</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	75.5
NYCCT	81.5
Staten Island	99.0
<b>Comprehensive College Average</b>	<b>85.3</b>
<hr/>	
<b>Community</b>	
BMCC	100.0
Bronx	93.0
Hostos	72.5
Kingsborough	78.0
LaGuardia	92.5
New Community College	---
Queensborough	100.0
<b>Community College Average</b>	<b>89.3</b>
<hr/>	
<b>University Average</b>	<b>90.4</b>

Note: This indicator is the percent of freshmen and seniors who were administered the Collegiate Learning Assessment (CLA) over the targets set (100 freshmen and 100 seniors) at each college.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

#### Gaps Indicator: One-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants)

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
<b>Senior</b>					
<b>Baruch</b>					
Underrepresented Minorities (URM)	89.0	86.6	89.4	85.9	89.9
Non-Underrepresented Minorities (non-URM)	89.8	88.9	91.1	90.1	91.9
URM-non-URM Gap	-0.8	-2.3	-1.7	-4.2	-2.0
<b>Brooklyn</b>					
Underrepresented Minorities (URM)	74.7	71.4	80.5	79.9	78.4
Non-Underrepresented Minorities (non-URM)	78.5	81.6	82.5	82.8	86.7
URM-non-URM Gap	-3.8	-10.1	-2.0	-2.9	-8.3
<b>City</b>					
Underrepresented Minorities (URM)	81.9	79.9	82.9	85.8	80.9
Non-Underrepresented Minorities (non-URM)	80.6	78.9	83.9	85.6	86.0
URM-non-URM Gap	1.3	1.0	-1.0	0.2	-5.2
<b>Hunter</b>					
Underrepresented Minorities (URM)	82.9	82.7	82.7	85.8	88.6
Non-Underrepresented Minorities (non-URM)	83.9	84.8	85.5	85.2	85.7
URM-non-URM Gap	-1.0	-2.1	-2.8	0.6	2.9
<b>John Jay</b>					
Underrepresented Minorities (URM)	---	---	---	79.6	78.5
Non-Underrepresented Minorities (non-URM)	---	---	---	76.5	76.8
URM-non-URM Gap	---	---	---	3.1	1.8
<b>Lehman</b>					
Underrepresented Minorities (URM)	71.9	76.9	80.2	80.7	81.4
Non-Underrepresented Minorities (non-URM)	72.5	78.2	81.3	71.9	85.0
URM-non-URM Gap	-0.6	-1.2	-1.2	8.8	-3.6
<b>Queens</b>					
Underrepresented Minorities (URM)	84.2	84.5	85.3	90.3	85.6
Non-Underrepresented Minorities (non-URM)	85.0	86.3	88.5	86.1	87.1
URM-non-URM Gap	-0.8	-1.7	-3.1	4.1	-1.5
<b>York</b>					
Underrepresented Minorities (URM)	70.2	75.0	73.7	77.7	77.3
Non-Underrepresented Minorities (non-URM)	67.3	75.6	77.5	78.0	77.8
URM-non-URM Gap	2.8	-0.6	-3.8	-0.3	-0.6
<b>Senior College Average</b>					
<b>Underrepresented Minorities (URM)</b>	<b>78.3</b>	<b>79.1</b>	<b>81.3</b>	<b>82.1</b>	<b>81.4</b>
<b>Non-Underrepresented Minorities (non-URM)</b>	<b>83.3</b>	<b>84.1</b>	<b>86.1</b>	<b>84.2</b>	<b>85.8</b>
<b>URM-non-URM Gap</b>	<b>-5.0</b>	<b>-5.0</b>	<b>-4.8</b>	<b>-2.1</b>	<b>-4.4</b>

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

#### Gaps Indicator: One-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants)

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Comprehensive</b>					
John Jay					
Underrepresented Minorities (URM)	73.6	75.3	76.2	---	---
Non-Underrepresented Minorities (non-URM)	70.1	74.1	77.4	---	---
URM-non-URM Gap	3.5	1.2	-1.1	---	---
Medgar Evers					
Underrepresented Minorities (URM)	56.6	68.7	63.9	64.5	65.1
Non-Underrepresented Minorities (non-URM)	33.3*	100.0*	63.6*	56.3*	75.0*
URM-non-URM Gap	23.3*	-31.3*	0.3*	8.2*	-9.9*
NYCCT					
Underrepresented Minorities (URM)	78.8	79.5	73.4	78.5	73.9
Non-Underrepresented Minorities (non-URM)	79.4	82.0	76.1	67.2	81.9
URM-non-URM Gap	-0.6	-2.5	-2.7	11.3	-8.0
Staten Island					
Underrepresented Minorities (URM)	74.4	74.7	78.9	73.0	74.8
Non-Underrepresented Minorities (non-URM)	83.2	80.8	84.4	86.4	82.8
URM-non-URM Gap	-8.8	-6.1	-5.4	-13.5	-8.0
<b>Comprehensive College Average</b>					
<b>Underrepresented Minorities (URM)</b>	<b>70.9</b>	<b>74.5</b>	<b>74.8</b>	<b>70.8</b>	<b>72.1</b>
<b>Non-Underrepresented Minorities (non-URM)</b>	<b>75.6</b>	<b>77.6</b>	<b>80.3</b>	<b>83.7</b>	<b>82.7</b>
<b>URM-non-URM Gap</b>	<b>-4.7</b>	<b>-3.0</b>	<b>-5.5</b>	<b>-12.9</b>	<b>-10.6</b>

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

\*Based on fewer than 25 students.



# University Performance Management Process 2012-13 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a quality general education and effective instruction**

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

**Gaps Indicator: One-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants)**

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>University Average</b>					
<b>Underrepresented Minorities (URM)</b>	76.7	78.0	79.6	81.0	80.8
<b>Non-Underrepresented Minorities (non-URM)</b>	82.2	83.1	85.1	84.1	85.5
<b>URM-non-URM Gap</b>	-5.5	-5.1	-5.6	-3.1	-4.8

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

#### Gaps Indicator: One-year retention rate of first-time freshmen enrolled in associate programs (full-time entrants)

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Comprehensive</b>					
John Jay					
Underrepresented Minorities (URM)	61.5	66.8	69.2	---	---
Non-Underrepresented Minorities (non-URM)	67.5	69.2	69.0	---	---
URM-non-URM Gap	-6.0	-2.4	0.2	---	---
Medgar Evers					
Underrepresented Minorities (URM)	52.8	55.6	55.8	58.6	53.2
Non-Underrepresented Minorities (non-URM)	55.6*	50.0*	52.0	69.7	50.0
URM-non-URM Gap	-2.8*	5.6*	3.8	-11.1	3.2
NYCCT					
Underrepresented Minorities (URM)	58.3	56.7	61.2	61.9	62.1
Non-Underrepresented Minorities (non-URM)	69.1	70.0	72.8	72.9	73.5
URM-non-URM Gap	-10.8	-13.4	-11.6	-11.0	-11.3
Staten Island					
Underrepresented Minorities (URM)	58.7	57.9	59.3	67.4	63.9
Non-Underrepresented Minorities (non-URM)	65.4	66.2	70.7	69.2	69.5
URM-non-URM Gap	-6.8	-8.3	-11.4	-1.8	-5.5
<b>Comprehensive College Average</b>					
<b>Underrepresented Minorities (URM)</b>	<b>58.5</b>	<b>58.6</b>	<b>61.2</b>	<b>61.8</b>	<b>59.8</b>
<b>Non-Underrepresented Minorities (non-URM)</b>	<b>66.8</b>	<b>67.7</b>	<b>71.0</b>	<b>70.8</b>	<b>70.9</b>
<b>URM-non-URM Gap</b>	<b>-8.3</b>	<b>-9.1</b>	<b>-9.8</b>	<b>-9.0</b>	<b>-11.2</b>

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a quality general education and effective instruction**

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

**Gaps Indicator: One-year retention rate of first-time freshmen enrolled in associate programs (full-time entrants)**

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Community</b>					
<b>BMCC</b>					
Underrepresented Minorities (URM)	59.9	58.9	63.6	60.9	63.1
Non-Underrepresented Minorities (non-URM)	65.6	65.6	72.3	73.3	71.3
URM-non-URM Gap	-5.7	-6.7	-8.7	-12.4	-8.2
<b>Bronx</b>					
Underrepresented Minorities (URM)	61.1	64.9	60.9	57.6	54.8
Non-Underrepresented Minorities (non-URM)	62.9	72.1	60.2	65.2	60.3
URM-non-URM Gap	-1.8	-7.3	0.7	-7.6	-5.5
<b>Hostos</b>					
Underrepresented Minorities (URM)	60.5	56.7	62.7	63.4	64.2
Non-Underrepresented Minorities (non-URM)	58.8	61.0	66.7	68.5	77.3
URM-non-URM Gap	1.7	-4.2	-4.0	-5.1	-13.1
<b>Kingsborough</b>					
Underrepresented Minorities (URM)	61.5	66.2	63.8	62.4	59.9
Non-Underrepresented Minorities (non-URM)	70.9	74.5	75.4	71.6	74.0
URM-non-URM Gap	-9.4	-8.3	-11.5	-9.2	-14.1
<b>LaGuardia</b>					
Underrepresented Minorities (URM)	59.7	60.5	65.4	63.9	62.1
Non-Underrepresented Minorities (non-URM)	74.1	74.9	75.2	76.4	73.4
URM-non-URM Gap	-14.4	-14.4	-9.8	-12.4	-11.3
<b>New Community College</b>					
Underrepresented Minorities (URM)	---	---	---	---	---
Non-Underrepresented Minorities (non-URM)	---	---	---	---	---
URM-non-URM Gap	---	---	---	---	---
<b>Queensborough</b>					
Underrepresented Minorities (URM)	59.9	65.1	68.0	69.4	65.8
Non-Underrepresented Minorities (non-URM)	71.1	73.6	76.2	75.1	73.2
URM-non-URM Gap	-11.2	-8.5	-8.2	-5.7	-7.4
<b>Community College Average</b>					
<b>Underrepresented Minorities (URM)</b>	<b>60.3</b>	<b>61.6</b>	<b>64.2</b>	<b>62.6</b>	<b>61.9</b>
<b>Non-Underrepresented Minorities (non-URM)</b>	<b>70.2</b>	<b>71.9</b>	<b>74.5</b>	<b>73.8</b>	<b>72.9</b>
<b>URM-non-URM Gap</b>	<b>-9.9</b>	<b>-10.4</b>	<b>-10.3</b>	<b>-11.2</b>	<b>-11.0</b>

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

# University Performance Management Process 2012-13 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a quality general education and effective instruction**

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

**Gaps Indicator: One-year retention rate of first-time freshmen enrolled in associate programs (full-time entrants)**

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>University Average</b>					
<b>Underrepresented Minorities (URM)</b>	59.7	60.7	63.3	62.4	61.4
<b>Non-Underrepresented Minorities (non-URM)</b>	68.9	70.5	73.3	72.9	72.3
<b>URM-non-URM Gap</b>	-9.1	-9.8	-10.0	-10.5	-10.9

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### Percentage of freshmen and transfers taking one or more courses the summer after entry

Baccalaureate Programs	<u>Fall 2007</u>	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>
<b>Senior</b>					
Baruch	46.8	45.3	40.8	41.1	41.1
Brooklyn	31.7	34.0	33.9	29.4	26.5
City	27.3	26.8	27.7	30.2	31.0
Hunter	34.4	31.0	32.6	34.3	31.5
John Jay	---	---	---	21.6	20.0
Lehman	27.1	28.3	28.8	32.1	25.6
Queens	32.6	33.9	30.4	30.9	30.8
York	19.9	23.1	22.7	20.6	21.1
<b>Senior College Average</b>	<b>32.6</b>	<b>32.5</b>	<b>31.4</b>	<b>30.5</b>	<b>29.3</b>
<b>Comprehensive</b>					
John Jay	16.7	18.6	22.7	---	---
Medgar Evers	27.9	30.3	24.2	25.8	15.7
NYCCT	25.6	24.0	24.5	21.0	20.1
Staten Island	24.0	20.4	20.3	18.7	16.8
<b>Comprehensive College Average</b>	<b>22.6</b>	<b>22.1</b>	<b>22.7</b>	<b>20.8</b>	<b>18.1</b>
<b>Community</b>					
BMCC	18.4	16.9	17.1	16.7	13.9
Bronx	22.0	20.2	19.2	19.1	16.7
Hostos	16.3	12.7	14.6	18.1	20.4
Kingsborough	---	---	---	---	---
LaGuardia	---	---	---	---	---
New Community College	---	---	---	---	---
Queensborough	23.5	21.8	24.7	22.0	23.3
<b>Community College Average</b>	<b>20.3</b>	<b>18.3</b>	<b>19.7</b>	<b>18.8</b>	<b>17.8</b>
<b>University Average</b>	<b>26.5</b>	<b>25.6</b>	<b>25.5</b>	<b>25.0</b>	<b>23.4</b>

Note: Based on a fall cohort of first-time freshmen and transfers still enrolled in the college of entry the following spring. Colleges are credited for students taking one or more summer courses at any CUNY college. Community college and university averages exclude Kingsborough, LaGuardia, and the New Community College.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### Percentage of baccalaureate students who have declared a major by the 70th credit

##### Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	90.0	88.8	84.2	92.1	94.0
Brooklyn	83.8	86.6	90.9	86.1	88.6
City	77.6	84.9	83.6	80.5	80.3
Hunter	65.1	69.0	69.6	68.9	70.7
John Jay	---	---	---	99.9	99.9
Lehman	82.6	85.7	84.9	86.0	85.0
Queens	62.5	64.3	62.6	69.2	69.9
York	97.4	78.3	70.0	64.6	71.6
<b>Senior College Average</b>	<b>77.6</b>	<b>78.1</b>	<b>76.9</b>	<b>81.6</b>	<b>83.4</b>
<b>Comprehensive</b>					
John Jay	100.0	100.0	99.9	---	---
Medgar Evers	100.0	100.0	100.0	100.0	100.0
NYCCT	100.0	100.0	99.7	99.6	99.7
Staten Island	95.8	96.1	90.2	92.2	97.3
<b>Comprehensive College Average</b>	<b>99.0</b>	<b>99.0</b>	<b>97.4</b>	<b>96.4</b>	<b>98.8</b>
<b>University Average</b>	<b>82.2</b>	<b>83.0</b>	<b>81.6</b>	<b>83.7</b>	<b>85.7</b>

Note: Based on students who have earned between 60 and 75 credits at the start of the fall term. A student is considered to have declared a major if they have a valid SED program code on the fall Show-Registration file submitted to OIRA each fall.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### Average number of credits earned by full-time first-time freshmen in baccalaureate programs in the first 12 months (fall, winter, spring and summer terms)

##### Baccalaureate Programs

	<u>Fall 2007</u>	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>
<b>Senior</b>					
Baruch	28.2	28.6	28.9	28.1	28.1
Brooklyn	24.3	24.5	25.6	25.1	25.4
City	23.0	23.2	24.1	24.6	24.8
Hunter	25.5	25.8	25.7	25.9	26.5
John Jay	---	---	---	23.1	23.0
Lehman	23.8	24.4	25.3	26.2	25.6
Queens	25.6	25.8	26.7	27.0	26.4
York	22.2	22.8	23.5	24.6	25.0
<b>Senior College Average</b>	<b>24.9</b>	<b>25.2</b>	<b>25.8</b>	<b>25.4</b>	<b>25.6</b>
<b>Comprehensive</b>					
John Jay	23.4	23.8	23.1	---	---
Medgar Evers	19.1	18.9	19.5	19.5	17.5
NYCCT	20.1	20.6	22.1	21.1	24.0
Staten Island	26.3	25.3	25.4	25.3	25.7
<b>Comprehensive College Average</b>	<b>23.5</b>	<b>23.5</b>	<b>23.4</b>	<b>23.7</b>	<b>24.7</b>
<b>University Average</b>	<b>24.7</b>	<b>24.9</b>	<b>25.3</b>	<b>25.3</b>	<b>25.5</b>

Note: Based on a fall cohort of full-time first-time freshmen who were enrolled in the same college the following spring.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### Ratio of FTEs to Headcount in baccalaureate programs

Baccalaureate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	0.830	0.842	0.837	0.823	0.827
Brooklyn	0.808	0.820	0.827	0.822	0.822
City	0.806	0.808	0.822	0.807	0.815
Hunter	0.791	0.796	0.799	0.804	0.814
John Jay	---	---	---	0.824	0.826
Lehman	0.774	0.773	0.767	0.751	0.723
Queens	0.812	0.825	0.832	0.808	0.821
York	0.772	0.772	0.771	0.772	0.776
<b>Senior College Average</b>	<b>0.802</b>	<b>0.809</b>	<b>0.812</b>	<b>0.805</b>	<b>0.808</b>
<b>Comprehensive</b>					
John Jay	0.807	0.817	0.822	---	---
Medgar Evers	0.707	0.740	0.771	0.762	0.723
NYCCT	0.739	0.745	0.745	0.760	0.769
Staten Island	0.831	0.817	0.824	0.823	0.824
<b>Comprehensive College Average</b>	<b>0.789</b>	<b>0.796</b>	<b>0.805</b>	<b>0.794</b>	<b>0.789</b>
<b>Graduate</b>					
School of Professional Studies	0.525	0.511	0.527	0.517	0.540
<b>University Average</b>	<b>0.797</b>	<b>0.804</b>	<b>0.808</b>	<b>0.801</b>	<b>0.803</b>

Note: Based on undergraduate degree-seeking students in baccalaureate programs. University averages have been updated since the 2011-12 report to include the School of Professional Studies.



# University Performance Management Process

## 2012-13 Year-End Report

### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### *New Indicator*

#### Percentage of first-time freshmen who complete freshman composition within 2 years of entry

##### Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>
<b>Comprehensive</b>					
John Jay	67.1	69.2	76.2	75.1	---
Medgar Evers	49.0	44.4	50.6	48.1	52.9
NYCCT	62.4	66.2	65.7	71.4	73.9
Staten Island	72.3	72.7	71.5	72.8	75.4
<b>Comprehensive College Average</b>	<b>65.3</b>	<b>67.2</b>	<b>67.6</b>	<b>69.2</b>	<b>70.9</b>
<b>Community</b>					
BMCC	54.9	56.3	53.9	60.1	58.1
Bronx	32.7	34.3	33.8	36.7	46.6
Hostos	50.8	51.0	47.0	46.7	50.2
Kingsborough	59.2	63.8	61.6	61.1	63.8
LaGuardia	49.3	53.5	53.6	56.7	50.3
New Community College	---	---	---	---	---
Queensborough	52.0	56.0	55.7	62.2	63.4
<b>Community College Average</b>	<b>51.3</b>	<b>54.4</b>	<b>53.3</b>	<b>57.0</b>	<b>57.1</b>
<b>University Average</b>	<b>56.5</b>	<b>58.9</b>	<b>58.0</b>	<b>60.9</b>	<b>60.6</b>

Note: Based on first-time freshmen seeking an associate degree in the fall of the cohort year who have successfully completed a freshman composition course within two years of entry. Students who are not retained at two years from entry and who have never enrolled in a freshman composition course are excluded from the base. Students who have enrolled in a freshman composition course and who are not retained after completing the course are counted in the base and as completers. Students who have enrolled in a freshman composition course, who are not retained and who received an F or withdrew from the course are counted in the base. Students earning an F or withdrawing from a course are not considered completers. Students enrolled in multiple freshman composition courses within the two years are counted once based on the highest grade obtained.

# University Performance Management Process

## 2012-13 Year-End Report

### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### *New Indicator*

#### Percentage of first-time freshmen who complete a credit-bearing math course within 2 years of entry

##### Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>
<b>Comprehensive</b>					
John Jay	66.1	62.0	63.6	65.7	---
Medgar Evers	42.8	44.1	46.6	49.1	48.4
NYCCT	66.7	67.2	69.0	72.6	74.1
Staten Island	57.5	60.0	56.5	55.9	62.2
<b>Comprehensive College Average</b>	<b>62.3</b>	<b>62.2</b>	<b>62.3</b>	<b>64.0</b>	<b>66.4</b>
<b>Community</b>					
BMCC	41.9	43.0	41.8	45.5	44.1
Bronx	20.5	23.9	22.9	26.6	29.4
Hostos	67.5	67.1	63.7	65.2	62.0
Kingsborough	39.8	38.6	38.6	41.7	40.9
LaGuardia	52.4	51.6	51.6	54.1	55.1
New Community College	---	---	---	---	---
Queensborough	39.4	40.2	45.8	48.2	51.6
<b>Community College Average</b>	<b>42.7</b>	<b>43.1</b>	<b>43.7</b>	<b>46.7</b>	<b>47.3</b>
<b>University Average</b>	<b>50.3</b>	<b>50.0</b>	<b>49.8</b>	<b>52.2</b>	<b>52.1</b>

Note: Based on first-time freshmen seeking an associate degree in the fall of the cohort year who have successfully completed a credit-bearing math course within two years of entry. Students who are not retained at two years from entry and who have never enrolled in a credit-bearing math course are excluded from the base. Students who have enrolled in a credit-bearing math course and who are not retained after completing the course are counted in the base and as completers. Students who have enrolled in a credit-bearing math course, who are not retained and who received an F or withdrew from the course are counted in the base. Students earning an F or withdrawing from a course are not considered completers. Students enrolled in multiple credit-bearing math courses within the two years are counted once based on the highest grade obtained.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

#### Ratio of FTEs to Headcount in associate programs

##### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	0.786	0.822	0.708	0.643	0.597
Medgar Evers	0.785	0.810	0.807	0.795	0.794
NYCCT	0.752	0.756	0.762	0.782	0.778
Staten Island	0.739	0.762	0.787	0.788	0.823
<b>Comprehensive College Average</b>	<b>0.757</b>	<b>0.774</b>	<b>0.772</b>	<b>0.782</b>	<b>0.790</b>
<b>Community</b>					
BMCC	0.748	0.774	0.763	0.770	0.772
Bronx	0.720	0.739	0.745	0.753	0.741
Hostos	0.750	0.760	0.765	0.759	0.740
Kingsborough	0.890	0.910	0.905	0.901	0.873
LaGuardia	0.839	0.834	0.850	0.840	0.786
New Community College	---	---	---	---	1.246
Queensborough	0.716	0.747	0.768	0.746	0.778
<b>Community College Average</b>	<b>0.780</b>	<b>0.800</b>	<b>0.804</b>	<b>0.798</b>	<b>0.789</b>
<b>University Average</b>	<b>0.775</b>	<b>0.794</b>	<b>0.798</b>	<b>0.795</b>	<b>0.789</b>

Note: Based on undergraduate degree-seeking students in associate programs.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

#### One-year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry one year later

##### Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
<b>Senior</b>					
Baruch	89.6	88.3	90.7	89.3	91.5
Brooklyn	77.2	77.9	81.9	82.0	84.2
City	81.3	79.5	83.3	85.7	83.6
Hunter	83.6	84.2	84.7	85.4	86.5
John Jay	---	---	---	78.4	77.9
Lehman	72.0	77.1	80.4	79.0	82.1
Queens	84.8	85.8	87.8	87.0	86.8
York	69.6	75.1	74.9	77.8	77.5
<b>Senior College Average</b>	<b>81.1</b>	<b>81.8</b>	<b>84.2</b>	<b>83.3</b>	<b>84.1</b>
<b>Comprehensive</b>					
John Jay	72.3	74.9	76.7	---	--
Medgar Evers	56.0	69.2	63.9	63.8	65.5
NYCCT	79.0	80.2	74.4	74.1	77.0
Staten Island	81.6	79.7	83.4	83.6	81.4
<b>Comprehensive College Average</b>	<b>72.9</b>	<b>75.8</b>	<b>77.3</b>	<b>78.4</b>	<b>79.2</b>
<b>University Average</b>	<b>79.7</b>	<b>80.7</b>	<b>82.7</b>	<b>82.9</b>	<b>83.7</b>

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled in the college of entry one year later.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

#### New Indicator

**Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in baccalaureate programs**

#### Baccalaureate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Senior</b>					
Baruch	6.0	4.6	7.6	4.6	7.3
Brooklyn	-3.8	-3.0	-0.4#	-0.1#	1.3#
City	-0.3#	-2.4	1.9	0.1#	-1.1#
Hunter	1.9	1.9	2.2	1.2#	2.3
John Jay	---	---	---	2.2	0.8#
Lehman	-3.6	2.1#	4.0	1.0#	3.6
Queens	3.8	5.1	6.5	5.2	5.5
York	-4.1	1.1#	-0.2#	1.3#	0.8#
<b>Senior College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Comprehensive</b>					
John Jay	-3.3	0.1#	2.1	---	---
Medgar Evers	---*	---*	---*	---*	---*
NYCCT	---*	---*	---*	---*	---*
Staten Island	0.3#	-0.3#	4.0	2.8	0.5#
<b>Comprehensive College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>University Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value". "---\*" indicates that while there were students in each of these cohorts, the cohort size was too small to create stable predictions and RAPM values.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

#### One-year Retention Rate: Percentage of full-time transfers into baccalaureate programs still enrolled in the college of transfer entry one year later (or earned degree pursued)

##### Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
<b>Senior</b>					
Baruch	86.9	88.2	88.9	87.2	85.5
Brooklyn	72.7	75.3	76.5	77.3	74.6
City	72.9	74.0	71.5	74.9	74.3
Hunter	74.9	74.5	78.6	79.4	79.2
John Jay	---	---	---	78.6	77.3
Lehman	74.7	75.9	76.2	76.6	75.3
Queens	77.2	78.9	79.0	79.3	79.1
York	65.2	65.8	65.7	69.4	70.4
<b>Senior College Average</b>	<b>75.8</b>	<b>77.0</b>	<b>77.4</b>	<b>79.0</b>	<b>77.8</b>
<b>Comprehensive</b>					
John Jay	74.1	77.4	81.7	---	---
Medgar Evers	60.8	56.8	72.4	65.5	70.0
NYCCT	76.4	75.5	79.2	77.3	72.9
Staten Island	78.9	80.1	75.9	73.9	76.1
<b>Comprehensive College Average</b>	<b>74.3</b>	<b>76.0</b>	<b>78.4</b>	<b>74.1</b>	<b>74.5</b>
<b>University Average</b>	<b>75.5</b>	<b>76.8</b>	<b>77.6</b>	<b>78.3</b>	<b>77.4</b>

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled one year later in the college into which they transferred (or earned the degree pursued from that college within one year of transfer entry). Students who earned a degree lower than that pursued and who are not still enrolled are not counted as retained.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

#### One-year Retention Rate (institution rate): Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later

#### Associate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Comprehensive</b>					
John Jay	63.1	67.3	69.1	---	---
Medgar Evers	52.8	55.5	55.7	59.0	53.0
NYCCT	61.2	60.4	64.7	65.3	65.8
Staten Island	63.4	63.5	67.0	68.7	67.6
<b>Comprehensive College Average</b>	<b>61.5</b>	<b>61.8</b>	<b>64.6</b>	<b>65.1</b>	<b>63.8</b>
<b>Community</b>					
BMCC	61.2	60.5	65.6	63.5	64.7
Bronx	61.2	65.2	60.9	58.0	55.0
Hostos	60.5	57.0	63.2	63.7	64.7
Kingsborough	66.2	70.3	69.1	66.5	66.8
LaGuardia	64.3	65.2	68.6	67.8	65.4
New Community College	---	---	---	---	---
Queensborough	69.5	70.7	71.5	72.1	69.2
<b>Community College Average</b>	<b>64.1</b>	<b>65.0</b>	<b>67.3</b>	<b>65.9</b>	<b>65.0</b>
<b>University Average</b>	<b>63.2</b>	<b>64.0</b>	<b>66.4</b>	<b>65.7</b>	<b>64.7</b>

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled in the college of entry one year after entry. Prelude to Success students are excluded from the base.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

#### *New Indicator*

**Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in associate programs**

#### Associate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Comprehensive</b>					
John Jay	---	---	---	---	---
Medgar Evers	-6.7	-2.2#	-3.4	-3.1	-8.9
NYCCT	-4.3	-4.5	-1.5#	-1.9	-2.6
Staten Island	-3.9	-2.8	-0.4#	-0.9#	-1.9#
<b>Comprehensive College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Community</b>					
BMCC	4.9	1.5	3.0	-0.4#	1.5
Bronx	1.6#	7.3	2.3	-2.8	-4.4
Hostos	0.7#	-1.3#	3.1	1.7#	4.2
Kingsborough	2.7	7.2	5.5	1.5	1.2#
LaGuardia	1.1#	2.7	6.0	3.1	0.8#
New Community College	---	---	---	---	---
Queensborough	1.6#	4.7	6.9	5.2	3.2
<b>Community College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>University Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value".



# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

#### *New Methodology*

#### Four-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within four years

##### Baccalaureate Programs

	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>
<b>Senior</b>					
Baruch	33.7	35.5	33.3	39.4	35.5
Brooklyn	23.2	21.7	26.8	24.1	24.5
City	10.4	7.4	8.4	9.7	12.1
Hunter	17.1	19.9	19.4	21.9	22.5
John Jay	---	---	---	25.3	22.3
Lehman	11.7	14.0	14.4	14.8	14.1
Queens	26.1	26.0	25.7	25.1	27.2
York	3.5	3.7	4.2	4.9	7.8
<b>Senior College Average</b>	<b>20.3</b>	<b>21.0</b>	<b>20.9</b>	<b>21.9</b>	<b>21.8</b>
<b>Comprehensive</b>					
John Jay	21.1	19.1	21.1	---	---
Medgar Evers	0.0	11.11*	5.1	5.3	4.1
NYCCT	5.3	2.9	5.2	3.4	3.7
Staten Island	26.4	24.8	24.5	28.0	21.8
<b>Comprehensive College Average</b>	<b>18.5</b>	<b>17.8</b>	<b>18.9</b>	<b>17.6</b>	<b>14.1</b>
<b>University Average</b>	<b>20.0</b>	<b>20.5</b>	<b>20.6</b>	<b>21.6</b>	<b>21.2</b>

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within four years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once. Students in five-year programs are excluded.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

#### New Indicator

#### Difference between actual and predicted (regression-adjusted) four-year graduation rate of full-time first-time freshmen in baccalaureate programs

##### Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
<b>Senior</b>					
Baruch	9.0	9.9	7.8	10.5	6.7
Brooklyn	1.6#	0.4#	3.8	1.1#	1.1#
City	-4.0	-7.5	-7.6	-8.8	-7.0
Hunter	-5.4	-4.5	-6.4	-4.0	-4.3
John Jay	---	---	---	11.9	10.1
Lehman	3.2	4.0	3.5	4.0	2.6
Queens	3.6	2.7	0.8#	-0.1#	1.9
York	0.0#	-0.7#	-3.0	-0.8#	-1.4#
<b>Senior College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Comprehensive</b>					
John Jay	8.5	6.5	8.3	---	---
Medgar Evers	3.2	11.4#	3.9	5.0	3.6
NYCCT	1.2#	---	---	---	---
Staten Island	---	---	-0.2#	4.3	-0.3#
<b>Comprehensive College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>University Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value".

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

#### Four-year Graduation Rate: Percentage of full-time transfers into baccalaureate programs who graduated from the college of transfer entry within four years

##### Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
<b>Senior</b>					
Baruch	65.1	65.5	67.4	68.3	69.3
Brooklyn	44.8	48.7	46.0	47.3	51.3
City	37.9	37.5	37.8	41.0	44.4
Hunter	46.5	47.2	47.0	50.0	48.6
John Jay	---	---	---	52.1	57.8
Lehman	48.7	45.7	45.5	49.9	50.7
Queens	50.6	52.3	54.8	52.9	55.8
York	38.6	33.3	38.7	33.9	36.9
<b>Senior College Average</b>	<b>48.5</b>	<b>48.9</b>	<b>49.6</b>	<b>50.7</b>	<b>53.0</b>
<b>Comprehensive</b>					
John Jay	48.8	52.8	53.7	---	---
Medgar Evers	30.8	20.5	18.3	16.6	24.8
NYCCT	35.1	32.0	33.6	38.7	41.2
Staten Island	57.1	59.7	55.3	56.6	45.2
<b>Comprehensive College Average</b>	<b>46.2</b>	<b>46.6</b>	<b>47.7</b>	<b>44.0</b>	<b>40.8</b>
<b>University Average</b>	<b>48.1</b>	<b>48.6</b>	<b>49.3</b>	<b>50.0</b>	<b>51.3</b>

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within four years of transfer entry, from the college of transfer entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

#### *New Indicator*

#### **Four-year Graduation Rate: Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within four years**

##### Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
<b>Comprehensive</b>					
John Jay	10.2	10.7	11.2	11.6	15.4
Medgar Evers	10.0	9.0	8.4	7.2	9.3
NYCCT	14.0	14.0	12.4	13.6	14.1
Staten Island	13.5	14.9	9.6	13.3	11.5
<b>Comprehensive College Average</b>	<b>12.4</b>	<b>12.8</b>	<b>11.0</b>	<b>12.5</b>	<b>13.0</b>
<b>Community</b>					
BMCC	15.9	17.1	19.6	21.0	19.1
Bronx	13.5	14.0	13.7	14.6	14.9
Hostos	17.2	14.0	19.3	21.9	14.8
Kingsborough	28.3	28.8	26.5	31.6	28.6
LaGuardia	20.3	20.8	19.9	22.2	20.9
New Community College	---	---	---	---	---
Queensborough	20.0	18.2	18.9	22.7	20.8
<b>Community College Average</b>	<b>19.5</b>	<b>19.5</b>	<b>20.0</b>	<b>22.6</b>	<b>20.6</b>
<b>University Average</b>	<b>16.9</b>	<b>17.1</b>	<b>16.6</b>	<b>19.1</b>	<b>18.2</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

#### New Indicator

#### Difference between actual and predicated (regression-adjusted) four-year graduation rate of full-time first-time freshmen in associate programs

##### Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
<b>Comprehensive</b>					
John Jay	---	---	---	---	---
Medgar Evers	-7.4	-7.9	-5.7	-6.0	-4.0
NYCCT	-3.8	-3.6	-5.0	-4.3	-4.5
Staten Island	-6.5	-5.4	-10.0	-6.6	-8.1
<b>Comprehensive College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>Community</b>					
BMCC	1.8	1.2	4.9	7.3	4.6
Bronx	-1.2#	-0.9#	0.0#	1.3#	1.7
Hostos	2.3#	-1.2#	3.8	8.2	0.3#
Kingsborough	9.6	10.4	8.4	13.5	10.2
LaGuardia	2.6	2.7	2.1	4.4	2.9
New Community College	---	---	---	---	---
Queensborough	0.3#	-1.6	0.0#	3.2	1.4
<b>Community College Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>
<b>University Average</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value".

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

#### Four-year Graduation Rate: Percentage of master's students who graduated within four years of entry into master's program

##### Master's Programs

	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>
<b>Senior</b>					
Baruch	74.4	77.9	79.3	76.7	78.0
Brooklyn	69.6	71.0	73.1	72.0	75.5
City	65.1	65.8	65.2	65.0	65.3
Hunter	71.9	72.9	73.5	74.1	74.4
John Jay	---	---	---	58.9	55.0
Lehman	71.4	65.0	72.3	73.6	75.5
Queens	73.0	69.7	65.0	71.8	74.1
<b>Senior College Average</b>	<b>71.2</b>	<b>71.3</b>	<b>71.3</b>	<b>70.8</b>	<b>72.3</b>
<b>Comprehensive</b>					
John Jay	65.5	61.9	60.7	---	---
Staten Island	62.8	61.0	52.5	54.7	55.8
<b>Comprehensive College Average</b>	<b>64.5</b>	<b>61.7</b>	<b>58.3</b>	<b>54.7</b>	<b>55.8</b>
<b>University Average</b>	<b>70.2</b>	<b>69.9</b>	<b>69.7</b>	<b>70.2</b>	<b>71.8</b>

Note: Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. This is a system rate reflecting graduation from any CUNY college, which may not necessarily be the same college at which the student first entered the master's program.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

#### Number of credentialed teachers (from traditional and alternative certification programs)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>					
Brooklyn	475	491	483	418	475
City	481	618	476	488	347
Hunter	419	436	528	767	748
Lehman	521	495	521	290	242
Queens	807	890	746	661	573
York	22	26	22	37	51
<b>Senior College Total</b>	<b>2,725</b>	<b>2,956</b>	<b>2,776</b>	<b>2,661</b>	<b>2,436</b>
<b>Comprehensive</b>					
Medgar Evers	12	15	14	11	13
NYCCT	2	9	5	4	4
Staten Island	236	223	217	237	234
<b>Comprehensive College Total</b>	<b>250</b>	<b>247</b>	<b>236</b>	<b>252</b>	<b>251</b>
<b>University Total</b>	<b>2,975</b>	<b>3,203</b>	<b>3,012</b>	<b>2,913</b>	<b>2,687</b>

Note: This indicator reflects the total number passing the LAST plus the total number of graduates from alternative certification programs in an academic year. Data for NYCCT for 2007-08 and 2008-09 have been updated since last year's report.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

#### Percentage passing a Content Specialty Test (CST)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>					
Brooklyn	87	82	89	79	88
City	95	98	95	92	93
Hunter	96	96	97	96	99
Lehman	94	93	85	82	90
Queens	95	94	93	94	90
York	86*	85	100*	91	92
<b>Senior College Average</b>	<b>93</b>	<b>93</b>	<b>92</b>	<b>90</b>	<b>92</b>
<b>Comprehensive</b>					
Medgar Evers	82*	93	64	48*	94*
NYCCT	100*	100*	100*	100*	100*
Staten Island	87	88	90	92	95
<b>Comprehensive College Average</b>	<b>87</b>	<b>89</b>	<b>87</b>	<b>88</b>	<b>95</b>
<b>University Average</b>	<b>93</b>	<b>92</b>	<b>92</b>	<b>90</b>	<b>92</b>

\*Based on fewer than 25 students.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

#### Percentage passing the NCLEX exam

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Senior</b>					
Hunter	91.9	89.2	90.1	75.8	95.9
Lehman	84.4	81.5	87.8	90.0	88.1
<b>Senior College Average</b>	<b>87.6</b>	<b>86.2</b>	<b>89.4</b>	<b>81.1</b>	<b>93.4</b>
<b>Comprehensive</b>					
Medgar Evers	100.0*	100.0	82.9	89.1	83.3
NYCCT	90.7	82.1	95.2	91.5	95.1
Staten Island	80.3	84.7	90.8	78.0	88.3
<b>Comprehensive College Average</b>	<b>85.3</b>	<b>85.2</b>	<b>91.2</b>	<b>84.3</b>	<b>89.9</b>
<b>Community</b>					
BMCC	82.9	82.7	84.0	83.2	85.4
Bronx	86.0	81.4	90.6	71.8	86.0
Hostos	84.6	81.1	68.4	72.3	88.0
Kingsborough	89.9	91.7	91.7	80.6	75.9
LaGuardia	87.6	85.7	79.1	76.9	81.3
New Community College	---	---	---	---	---
Queensborough	89.4	85.0	79.8	86.4	92.7
<b>Community College Average</b>	<b>86.7</b>	<b>85.3</b>	<b>82.7</b>	<b>80.4</b>	<b>84.0</b>
<b>University Average</b>	<b>86.5</b>	<b>85.4</b>	<b>85.5</b>	<b>81.6</b>	<b>86.9</b>

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.2 Job and education rates for graduates will increase.

#### Six-month job and education placement rate in career and technical education programs

	<u>2006-07</u> <u>Graduates</u>	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>
<b>Comprehensive</b>					
John Jay	97.6	98.1	92.9	87.8	100.0
Medgar Evers	100.0	95.8	94.4	87.7	90.1
NYCCT	98.6	94.6	92.7	89.7	94.4
Staten Island	92.4	98.8	77.6	89.1	92.0
<b>Comprehensive College Average</b>	<b>97.4</b>	<b>96.2</b>	<b>90.9</b>	<b>89.0</b>	<b>93.9</b>
<b>Community</b>					
BMCC	95.4	93.9	92.0	94.0	91.9
Bronx	96.7	90.7	88.5	91.1	91.4
Hostos	98.7	91.6	95.4	92.4	89.5
Kingsborough	95.2	95.5	94.1	90.2	93.0
LaGuardia	97.0	95.8	90.4	89.0	90.1
New Community College	---	---	---	---	---
Queensborough	97.7	93.8	87.8	91.8	91.1
<b>Community College Average</b>	<b>96.6</b>	<b>93.8</b>	<b>90.6</b>	<b>91.4</b>	<b>91.4</b>
<b>University Average</b>	<b>96.8</b>	<b>94.2</b>	<b>90.7</b>	<b>90.9</b>	<b>91.9</b>

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their employment and education status six months after graduation. Figures reflect the percentage of respondents who reported being employed, in the military, or pursuing additional education or training six months after graduation.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Campus Climate**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.98 (1.10)
Brooklyn	4.85 (1.11)
City	4.73 (1.04)
Hunter	4.74 (1.12)
John Jay	5.12 (1.07)
Lehman	4.86 (1.11)
Queens	4.69 (1.11)
York	4.44 (1.17)
<b>Senior College Average</b>	<b>4.77 (1.14)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.35 (1.33)
NYCCT	4.34 (1.19)
Staten Island	4.42 (1.20)
<b>Comprehensive College Average</b>	<b>4.38 (1.22)</b>
<hr/>	
<b>Community</b>	
BMCC	4.85 (1.23)
Bronx	5.12 (1.13)
Hostos	4.92 (1.08)
Kingsborough	4.99 (1.17)
LaGuardia	4.60 (1.25)
New Community College	5.66 (0.97)
Queensborough	4.83 (1.12)
<b>Community College Average</b>	<b>4.87 (1.21)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

#### New Indicator

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Responsiveness to Diverse Populations**

	<u>2013</u>
<b>Senior</b>	
Baruch	5.15 (1.29)
Brooklyn	5.08 (1.24)
City	4.67 (1.26)
Hunter	5.08 (1.32)
John Jay	5.29 (1.39)
Lehman	5.16 (1.36)
Queens	4.84 (1.34)
York	4.76 (1.41)
<b>Senior College Average</b>	<b>4.99 (1.35)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.74 (1.48)
NYCCT	4.68 (1.40)
Staten Island	4.76 (1.39)
<b>Comprehensive College Average</b>	<b>4.72 (1.41)</b>
<hr/>	
<b>Community</b>	
BMCC	5.15 (1.36)
Bronx	5.25 (1.26)
Hostos	5.18 (1.27)
Kingsborough	5.19 (1.31)
LaGuardia	4.97 (1.47)
New Community College	5.35 (1.36)
Queensborough	5.10 (1.38)
<b>Community College Average</b>	<b>5.12 (1.38)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Safety and Security**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.87 (1.34)
Brooklyn	4.36 (1.33)
City	4.35 (1.22)
Hunter	4.72 (1.23)
John Jay	4.70 (1.26)
Lehman	4.92 (1.17)
Queens	4.37 (1.24)
York	4.59 (1.24)
<b>Senior College Average</b>	<b>4.64 (1.29)</b>
<b>Comprehensive</b>	
Medgar Evers	4.31 (1.31)
NYCCT	4.06 (1.33)
Staten Island	3.91 (1.30)
<b>Comprehensive College Average</b>	<b>4.03 (1.32)</b>
<b>Community</b>	
BMCC	4.78 (1.20)
Bronx	5.04 (1.18)
Hostos	4.96 (1.11)
Kingsborough	5.05 (1.13)
LaGuardia	4.61 (1.25)
New Community College	5.33 (1.09)
Queensborough	4.75 (1.17)
<b>Community College Average</b>	<b>4.85 (1.20)</b>
<b>Graduate</b>	
School of Professional Studies	---
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Student Centeredness**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.79 (1.24)
Brooklyn	4.83 (1.23)
City	4.65 (1.19)
Hunter	4.57 (1.29)
John Jay	5.05 (1.17)
Lehman	4.78 (1.24)
Queens	4.61 (1.24)
York	4.42 (1.27)
<b>Senior College Average</b>	<b>4.68 (1.26)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.32 (1.44)
NYCCT	4.31 (1.31)
Staten Island	4.40 (1.30)
<b>Comprehensive College Average</b>	<b>4.35 (1.33)</b>
<hr/>	
<b>Community</b>	
BMCC	4.83 (1.33)
Bronx	5.13 (1.19)
Hostos	4.98 (1.14)
Kingsborough	5.05 (1.26)
LaGuardia	4.61 (1.33)
New Community College	5.78 (1.03)
Queensborough	4.87 (1.19)
<b>Community College Average</b>	<b>4.90 (1.29)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Campus Life**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.94 (1.13)
Brooklyn	4.74 (1.07)
City	4.53 (1.02)
Hunter	4.56 (1.09)
John Jay	4.97 (1.08)
Lehman	4.82 (1.06)
Queens	4.57 (1.08)
York	4.43 (1.14)
<b>Senior College Average</b>	<b>4.70 (1.12)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.38 (1.28)
NYCCT	4.23 (1.21)
Staten Island	4.44 (1.12)
<b>Comprehensive College Average</b>	<b>4.34 (1.19)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

#### *New Indicator*

#### **Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Academic Advising Effectiveness**

	<u>2013</u>
<b>Senior</b>	
Baruch	5.06 (1.30)
Brooklyn	4.84 (1.39)
City	4.76 (1.45)
Hunter	4.61 (1.44)
John Jay	5.12 (1.34)
Lehman	5.02 (1.42)
Queens	4.66 (1.38)
York	4.53 (1.42)
<b>Senior College Average</b>	<b>4.82 (1.40)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.68 (1.63)
NYCCT	4.54 (1.42)
Staten Island	4.54 (1.46)
<b>Comprehensive College Average</b>	<b>4.57 (1.47)</b>
<hr/>	
<b>Community</b>	
BMCC	4.83 (1.47)
Bronx	5.19 (1.28)
Hostos	4.89 (1.45)
Kingsborough	4.92 (1.43)
LaGuardia	4.45 (1.51)
New Community College	6.00 (0.96)
Queensborough	4.93 (1.32)
<b>Community College Average</b>	<b>4.85 (1.46)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

#### *New Indicator*

#### **Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Campus Support Services**

	<u>2013</u>
<b>Senior</b>	
Baruch	5.25 (1.08)
Brooklyn	5.28 (0.99)
City	4.97 (1.05)
Hunter	4.89 (1.11)
John Jay	5.33 (1.08)
Lehman	5.15 (1.05)
Queens	4.83 (1.09)
York	4.76 (1.18)
<b>Senior College Average</b>	<b>5.02 (1.12)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.68 (1.32)
NYCCT	4.72 (1.22)
Staten Island	4.71 (1.17)
<b>Comprehensive College Average</b>	<b>4.71 (1.21)</b>
<hr/>	
<b>Community</b>	
BMCC	4.85 (1.20)
Bronx	4.90 (1.15)
Hostos	4.82 (1.17)
Kingsborough	4.81 (1.18)
LaGuardia	4.60 (1.23)
New Community College	5.21 (1.13)
Queensborough	4.62 (1.16)
<b>Community College Average</b>	<b>4.76 (1.20)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Concern for the Individual**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.80 (1.25)
Brooklyn	4.61 (1.20)
City	4.35 (1.18)
Hunter	4.48 (1.27)
John Jay	4.89 (1.14)
Lehman	4.70 (1.22)
Queens	4.45 (1.19)
York	4.34 (1.25)
<b>Senior College Average</b>	<b>4.57 (1.24)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.26 (1.48)
NYCCT	4.25 (1.27)
Staten Island	4.30 (1.28)
<b>Comprehensive College Average</b>	<b>4.27 (1.31)</b>
<hr/>	
<b>Community</b>	
BMCC	4.67 (1.36)
Bronx	5.02 (1.20)
Hostos	4.80 (1.21)
Kingsborough	4.84 (1.31)
LaGuardia	4.46 (1.40)
New Community College	5.96 (1.03)
Queensborough	4.76 (1.27)
<b>Community College Average</b>	<b>4.77 (1.36)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

#### *New Indicator*

#### Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Academic Services

	<u>2013</u>
<b>Senior</b>	
Baruch	5.08 (1.10)
Brooklyn	5.07 (1.08)
City	4.82 (1.06)
Hunter	5.02 (1.12)
John Jay	5.29 (1.03)
Lehman	5.14 (1.02)
Queens	4.92 (1.11)
York	4.65 (1.15)
<b>Senior College Average</b>	<b>4.96 (1.12)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.54 (1.34)
NYCCT	4.59 (1.21)
Staten Island	4.70 (1.18)
<b>Comprehensive College Average</b>	<b>4.63 (1.22)</b>
<hr/>	
<b>Community</b>	
BMCC	4.96 (1.21)
Bronx	5.24 (1.09)
Hostos	5.00 (1.09)
Kingsborough	5.08 (1.19)
LaGuardia	4.79 (1.23)
New Community College	5.64 (1.10)
Queensborough	4.97 (1.12)
<b>Community College Average</b>	<b>4.92 (1.21)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

*New Indicator*

#### Percentage difference between actual and target FTE enrollment

	<u>Fall 2012</u>
<b>Senior</b>	
Baruch	-0.1
Brooklyn	-1.5
City	3.1
Hunter	1.3
John Jay	0.8
Lehman	-4.0
Queens	-2.4
York	4.0
<b>Senior College Average</b>	<b>0.0</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	-8.8
NYCCT	0.6
Staten Island	0.9
<b>Comprehensive College Average</b>	<b>-1.0</b>
<hr/>	
<b>Community</b>	
BMCC	0.6
Bronx	-4.3
Hostos	-12.1
Kingsborough	-4.6
LaGuardia	-1.8
New Community College	---
Queensborough	-1.6
<b>Community College Average</b>	<b>-2.7</b>
<hr/>	
<b>University Average</b>	<b>-1.1</b>

Note: Targets are set by the colleges and certified by the Office of Academic Affairs. The difference is actual FTEs minus the target divided by the target.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Total Enrollment

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	16,321	16,195	17,063	18,055	17,373
Brooklyn	16,689	17,094	16,912	16,835	16,524
City	15,306	16,212	15,416	16,005	16,023
Hunter	21,258	22,168	22,407	22,822	23,005
John Jay	---	---	---	14,788	14,996
Lehman	11,860	12,195	12,115	12,287	11,862
Queens	19,572	20,711	20,906	20,993	20,100
York	7,157	7,780	7,821	8,242	8,420
<b>Senior College Total</b>	<b>108,163</b>	<b>112,355</b>	<b>112,640</b>	<b>130,027</b>	<b>128,303</b>
<b>Comprehensive</b>					
John Jay	14,844	15,330	15,206	---	---
Medgar Evers	6,036	7,080	6,920	6,966	6,540
NYCCT	14,268	15,399	15,366	15,961	16,207
Staten Island	13,092	13,858	13,894	14,199	14,321
<b>Comprehensive College Total</b>	<b>48,240</b>	<b>51,667</b>	<b>51,386</b>	<b>37,126</b>	<b>37,068</b>
<b>Community</b>					
BMCC	21,858	21,424	22,534	24,463	24,537
Bronx	9,117	10,420	10,740	11,450	11,287
Hostos	5,532	6,187	6,499	7,078	6,455
Kingsborough	15,739	18,204	18,606	19,261	18,934
LaGuardia	15,540	17,028	17,569	18,623	19,287
New Community College					289
Queensborough	13,752	15,507	15,316	16,837	15,711
<b>Community College Total</b>	<b>81,538</b>	<b>88,770</b>	<b>91,264</b>	<b>97,712</b>	<b>96,500</b>
<b>Graduate</b>					
Graduate School	4,620	4,625	4,642	4,701	4,656
School of Journalism	111	144	169	185	193
School of Professional Studies	1,213	1,547	1,779	1,896	1,963
Law School	388	407	441	481	431
<b>University Total</b>	<b>244,273</b>	<b>259,515</b>	<b>262,321</b>	<b>272,128</b>	<b>269,114</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Total FTEs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	12,969	12,784	13,489	14,144	13,701
Brooklyn	12,243	12,549	12,385	12,471	12,281
City	11,047	11,869	11,647	11,894	11,994
Hunter	15,182	16,115	16,120	16,700	17,041
John Jay	---	---	---	11,430	11,752
Lehman	8,195	8,423	8,357	8,347	7,899
Queens	14,288	15,410	15,639	15,233	14,963
York	5,053	5,561	5,604	5,934	6,130
<b>Senior College Total</b>	<b>78,975</b>	<b>82,711</b>	<b>83,241</b>	<b>96,153</b>	<b>95,761</b>
<b>Comprehensive</b>					
John Jay	11,348	12,042	11,686	---	---
Medgar Evers	4,318	5,355	5,279	5,331	4,897
NYCCT	10,316	11,146	11,218	11,993	12,142
Staten Island	9,975	10,648	10,829	11,095	11,364
<b>Comprehensive College Total</b>	<b>35,957</b>	<b>39,191</b>	<b>39,012</b>	<b>28,419</b>	<b>28,403</b>
<b>Community</b>					
BMCC	16,088	16,350	16,955	18,564	18,669
Bronx	6,411	7,539	7,794	8,253	8,023
Hostos	3,732	4,356	4,653	5,088	4,459
Kingsborough	11,555	13,910	14,366	14,541	13,897
LaGuardia	11,743	13,064	13,829	14,317	13,745
New Community College	---	---	---	---	360
Queensborough	8,991	10,804	11,007	11,760	11,385
<b>Community College Total</b>	<b>58,520</b>	<b>66,023</b>	<b>68,604</b>	<b>72,523</b>	<b>70,538</b>
<b>Graduate</b>					
Graduate School	3,592	3,667	3,671	3,750	3,693
School of Journalism	139	180	208	221	228
School of Professional Studies	523	645	790	834	875
Law School	487	512	533	575	537
<b>University Total</b>	<b>178,194</b>	<b>192,929</b>	<b>196,059</b>	<b>202,475</b>	<b>200,035</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Total Undergraduates

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	12,731	12,332	13,120	14,266	13,777
Brooklyn	13,011	13,069	12,804	13,096	13,099
City	11,977	12,878	12,263	12,863	12,983
Hunter	15,698	15,884	15,684	16,345	16,708
John Jay	---	---	---	12,887	13,167
Lehman	9,569	9,720	9,841	9,863	9,577
Queens	15,262	16,059	16,195	16,559	16,187
York	7,111	7,732	7,784	8,210	8,381
<b>Senior College Total</b>	<b>85,359</b>	<b>87,674</b>	<b>87,691</b>	<b>104,089</b>	<b>103,879</b>
<b>Comprehensive</b>					
John Jay	12,943	13,346	13,278	---	---
Medgar Evers	6,036	7,080	6,920	6,966	6,540
NYCCT	14,268	15,399	15,366	15,961	16,207
Staten Island	12,183	12,886	12,829	13,155	13,364
<b>Comprehensive College Total</b>	<b>45,430</b>	<b>48,711</b>	<b>48,393</b>	<b>36,082</b>	<b>36,111</b>
<b>Community</b>					
BMCC	21,858	21,424	22,534	24,463	24,537
Bronx	9,117	10,420	10,740	11,450	11,287
Hostos	5,532	6,187	6,499	7,078	6,455
Kingsborough	15,739	18,204	18,606	19,261	18,934
LaGuardia	15,540	17,028	17,569	18,623	19,287
New Community College	---	---	---	---	289
Queensborough	13,752	15,507	15,316	16,837	15,711
<b>Community College Total</b>	<b>81,538</b>	<b>88,770</b>	<b>91,264</b>	<b>97,712</b>	<b>96,500</b>
<b>Graduate</b>					
School of Professional Studies	966	1,117	1,136	1,220	1,247
<b>University Total</b>	<b>213,293</b>	<b>226,272</b>	<b>228,484</b>	<b>239,103</b>	<b>237,737</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Total Graduates

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	3,590	3,863	3,943	3,789	3,596
Brooklyn	3,678	4,025	4,108	3,739	3,425
City	3,329	3,334	3,153	3,142	3,040
Hunter	5,560	6,284	6,723	6,477	6,297
John Jay	---	---	---	1,901	1,829
Lehman	2,291	2,475	2,274	2,424	2,285
Queens	4,310	4,652	4,711	4,434	3,913
York	46	48	37	32	39
<b>Senior College Total</b>	<b>22,804</b>	<b>24,681</b>	<b>24,949</b>	<b>25,938</b>	<b>24,424</b>
<b>Comprehensive</b>					
John Jay	1,901	1,984	1,928	---	---
Staten Island	909	972	1,065	1,044	957
<b>Comprehensive College Total</b>	<b>2,810</b>	<b>2,956</b>	<b>2,993</b>	<b>1,044</b>	<b>957</b>
<b>Graduate</b>					
Graduate School	4,620	4,625	4,642	4,701	4,656
School of Journalism	111	144	169	185	193
School of Professional Studies	247	430	643	676	716
Law School	388	407	441	481	431
<b>University Total</b>	<b>30,980</b>	<b>33,243</b>	<b>33,837</b>	<b>33,025</b>	<b>31,377</b>



# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Mean SAT score of regularly-admitted first-time freshmen enrolled in baccalaureate programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	1153	1182	1217	1209	1230
Brooklyn	1040	1098	1110	1134	1111
City	1026	1044	1072	1080	1118
Hunter	1104	1137	1155	1149	1172
John Jay	---	---	---	951	953
Lehman	921	989	1016	1008	1030
Queens	1061	1083	1113	1113	1101
York	864	900	904	899	906
<b>Senior College Average</b>	<b>1050</b>	<b>1084</b>	<b>1100</b>	<b>1083</b>	<b>1086</b>
<b>Comprehensive</b>					
John Jay	943	942	939	---	---
Medgar Evers	875	887	852	837	824
NYCCT	908	905	929	952	943
Staten Island	1008	1004	1008	1011	1002
<b>Comprehensive College Average</b>	<b>956</b>	<b>957</b>	<b>955</b>	<b>995</b>	<b>988</b>
<b>University Average</b>	<b>1032</b>	<b>1057</b>	<b>1062</b>	<b>1075</b>	<b>1076</b>

Note: Based on recent graduates of domestic high schools. In fall 2011 freshmen who were admitted and enrolled in Students of Promise (SOP) at Brooklyn and Hunter were excluded. As of fall 2012 SOP students are included in averages for colleges who enroll these students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Mean College Admissions Average (CAA) of regularly-admitted first-time freshmen enrolled in baccalaureate programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	87.2	86.6	86.7	86.5	87.2
Brooklyn	85.9	87.0	86.3	86.9	86.2
City	85.2	85.8	86.9	87.6	88.5
Hunter	85.9	86.5	87.2	87.1	87.4
John Jay	---	---	---	82.9	83.3
Lehman	81.9	83.7	84.5	84.9	85.3
Queens	86.2	86.5	86.7	86.8	86.5
York	80.4	81.5	81.9	82.6	82.5
<b>Senior College Average</b>	<b>85.2</b>	<b>85.8</b>	<b>86.1</b>	<b>85.9</b>	<b>86.0</b>
<b>Comprehensive</b>					
John Jay	81.1	81.2	82.2	---	--
Medgar Evers	74.7	77.6	77.1	77.5	75.5
NYCCT	77.8	79.9	79.8	79.2	80.4
Staten Island	83.6	83.9	84.3	84.5	84.6
<b>Comprehensive College Average</b>	<b>81.1</b>	<b>81.8</b>	<b>82.4</b>	<b>83.2</b>	<b>83.5</b>
<b>University Average</b>	<b>84.5</b>	<b>84.9</b>	<b>85.1</b>	<b>85.6</b>	<b>85.7</b>

In fall 2011 freshmen who were admitted and enrolled in Students of Promise (SOP) at Brooklyn and Hunter were excluded. As of fall 2012 SOP students are included in averages for colleges who enroll these students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

#### New Indicator

#### Percent of target College Now enrollment achieved

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> <u>(estimated)</u>
<b>Senior</b>					
Baruch	76.3	82.5	68.2	90.7	86.0
Brooklyn	96.7	96.9	108.8	105.9	91.8
City	76.4	61.2	58.8	58.9	69.0
Hunter	97.0	98.6	93.5	89.6	95.1
John Jay	---	---	---	99.9	94.1
Lehman	98.1	97.5	104.8	102.2	98.9
Queens	110.2	103.5	90.7	100.4	99.8
York	98.1	94.3	102.8	107.0	79.4
<b>Senior College Average</b>	<b>93.8</b>	<b>91.6</b>	<b>92.0</b>	<b>97.1</b>	<b>89.5</b>
<b>Comprehensive</b>					
John Jay	103.1	101.1	74.7	---	---
Medgar Evers	91.5	76.2	96.6	45.3	54.1
NYCCT	82.0	100.1	92.3	100.1	85.0
Staten Island	96.3	89.2	87.4	102.5	103.4
<b>Comprehensive College Average</b>	<b>91.5</b>	<b>92.5</b>	<b>86.8</b>	<b>87.0</b>	<b>84.5</b>
<b>Community</b>					
BMCC	67.8	90.9	95.7	100.4	87.4
Bronx	97.7	106.7	98.5	85.5	87.5
Hostos	88.0	99.4	98.7	106.3	112.2
Kingsborough	113.0	105.7	110.4	107.3	94.3
LaGuardia	105.5	103.9	109.1	82.2	93.1
New Community College	---	---	---	--	NA
Queensborough	91.9	92.8	91.3	87.2	96.4
<b>Community College Average</b>	<b>103.4</b>	<b>102.3</b>	<b>105.1</b>	<b>97.6</b>	<b>94.6</b>
<b>University Average</b>	<b>99.3</b>	<b>98.1</b>	<b>99.2</b>	<b>96.6</b>	<b>92.3</b>

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Last year's figures have been revised to reflect final data. For the current year, enrollments are not final at this time. Final data for the current year will be provided in next year's report.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

#### Number of seats filled in Adult and Continuing Education courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
<b>Senior</b>					
Baruch	9,336	11,527	10,814	11,356	
Brooklyn	5,171	4,516	3,562	---	
City	4,835	6,371	3,482	4,949	
Hunter	11,629	8,987	9,142	9,897	
John Jay	---	---	---	2,202	
Lehman	9,562	10,175	10,708	11,811	
Queens	14,282	12,093	8,775	6,493	
York	14,809	18,043	14,611	16,810	
<b>Senior College Total</b>	<b>69,624</b>	<b>71,712</b>	<b>61,094</b>	<b>63,518</b>	
<b>Comprehensive</b>					
John Jay	16,613	9,380	347	---	
Medgar Evers	12,561	2,120	2,377	2,567	
NYCCT	14,359	16,358	14,612	12,800	
Staten Island	4,783	4,446	4,225	5,572	
<b>Comprehensive College Total</b>	<b>48,316</b>	<b>32,304</b>	<b>21,214</b>	<b>20,939</b>	
<b>Community</b>					
BMCC	8,499	11,153	8,242	5,947	
Bronx	12,949	13,588	15,597	13,288	
Hostos	9,540	10,802	9,880	10,986	
Kingsborough	24,590	23,806	24,029	25,971	
LaGuardia	76,755	77,178	58,434	64,519	
New Community College					
Queensborough	9,630	8,872	9,264	9,664	
<b>Community College Total</b>	<b>141,963</b>	<b>145,399</b>	<b>125,446</b>	<b>130,375</b>	
<b>Graduate</b>					
Graduate School	9,905	---	---	---	
School of Professional Studies	5,755	7,773	9,640	3,251	
<b>University Total</b>	<b>275,563</b>	<b>257,188</b>	<b>217,394</b>	<b>218,083</b>	

Note: Beginning with the 2009-10 academic year, The Graduate Center no longer offers Adult and Continuing Education except as through the School of Professional Studies.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Alumni-corporate fundraising will increase 10%.

#### Total Voluntary Support (weighted rolling average)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<b>Senior</b>					
Baruch	\$30,661,651	\$19,194,623	\$12,654,005	\$16,226,091	
Brooklyn	\$8,928,984	\$11,726,044	\$18,704,317	\$16,313,760	
City	\$63,585,449	\$46,703,422	\$40,358,974	\$38,893,452	
Hunter	\$32,369,753	\$25,699,325	\$25,597,994	\$24,073,344	
John Jay	---	---	\$5,951,446	\$8,690,846	
Lehman	\$3,563,530	\$4,074,265	\$4,517,771	\$5,000,339	
Queens	\$17,456,623	\$16,895,511	\$20,625,790	\$20,689,394	
York	\$680,555	\$639,960	\$886,737	\$1,016,852	
<b>Senior College Total</b>	<b>\$157,246,544</b>	<b>\$124,933,151</b>	<b>\$125,802,570</b>	<b>\$130,904,077</b>	
<b>Comprehensive</b>					
John Jay	\$3,597,305	\$6,364,597	---	---	
Medgar Evers	\$3,077,974	\$1,993,971	\$1,048,649	\$423,075	
NYCCT	\$1,175,077	\$1,116,864	\$1,063,346	\$953,444	
Staten Island	\$1,433,696	\$1,989,687	\$2,798,980	\$3,161,541	
<b>Comprehensive College Total</b>	<b>\$9,284,052</b>	<b>\$11,465,119</b>	<b>\$8,405,441</b>	<b>\$4,538,059</b>	
<b>Community</b>					
BMCC	\$3,540,068	\$2,230,483	\$2,322,602	\$2,267,762	
Bronx	\$1,705,253	\$1,694,148	\$1,681,549	\$1,807,120	
Hostos	\$827,707	\$868,071	\$933,259	\$1,039,658	
Kingsborough	\$1,410,179	\$1,628,689	\$2,763,789	\$2,347,973	
LaGuardia	\$891,006	\$1,586,190	\$1,632,203	\$1,834,714	
New Community College					
Queensborough	\$2,676,452	\$2,867,673	\$3,122,865	\$2,992,256	
<b>Community College Total</b>	<b>\$11,050,665</b>	<b>\$10,875,254</b>	<b>\$12,736,530</b>	<b>\$13,257,641</b>	
<b>Graduate</b>					
Graduate School	\$9,983,052	\$9,408,088	\$6,315,517	\$4,742,643	
School of Journalism	\$3,081,728	\$2,454,933	\$4,625,387	\$3,322,076	
Law School	\$1,009,391	\$1,136,125	\$1,265,187	\$1,541,260	
<b>University Total</b>	<b>\$198,614,807</b>	<b>\$161,131,341</b>	<b>\$160,944,419</b>	<b>\$171,204,892</b>	

Note: This indicator reflects a weighted, rolling, three-year average (50-30-20) of Cash In, New Pledges and Testamentary Gifts. Figures for the prior year have been updated from last year's PMP report to reflect final values. The University Total includes contributions (\$17 thousand in FY2011 and \$74 thousand in FY2012) for the School of Professional Studies, and for the Macaulay Honors College; \$1 million for FY2008, \$705 thousand for FY2009, \$894 thousand for FY2010, \$2.8 million for FY2011, and \$1.2 million for FY2012. The Community College Total and the University Total also include contributions for the New Community College (\$561 thousand for FY2011 and \$1.6 million for FY2012).

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

*New Indicator*

#### Revenue (degree-credit) as a percentage of target

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>Senior</b>				
Baruch	104.4	95.5	102.6	100.8
Brooklyn	105.3	101.5	102.1	100.1
City	108.8	101.6	105.6	104.2
Hunter	103.2	100.2	103.9	102.9
John Jay	---	---	103.0	100.2
Lehman	108.7	106.1	108.4	102.9
Queens	106.6	106.2	103.7	98.2
York	106.4	105.6	103.4	107.4
<b>Senior College Average</b>	<b>105.7</b>	<b>101.6</b>	<b>103.9</b>	<b>101.5</b>
<b>Comprehensive</b>				
John Jay	101.3	103.7	---	---
Medgar Evers	111.8	113.2	102.0	111.0
NYCCT	107.0	106.3	111.6	107.7
Staten Island	106.1	105.0	108.0	106.3
<b>Comprehensive College Average</b>	<b>105.3</b>	<b>105.9</b>	<b>108.4</b>	<b>107.7</b>
<b>Community</b>				
BMCC	110.5	100.3	104.0	103.2
Bronx	103.7	113.7	100.0	107.9
Hostos	107.6	112.3	116.9	100.0
Kingsborough	101.5	102.0	100.5	100.8
LaGuardia	109.4	105.5	108.1	101.1
New Community College	---	---	---	---
Queensborough	104.1	113.6	101.4	103.4
<b>Community College Average</b>	<b>106.7</b>	<b>106.1</b>	<b>104.0</b>	<b>102.8</b>
<b>Graduate</b>				
Graduate School	102.2	95.2	100.0	97.9
School of Journalism	102.3	121.6	171.4	142.2
School of Professional Studies	113.8	149.9	185.1	104.4
Law School	99.8	104.3	103.8	106.1
<b>University Average</b>	<b>105.8</b>	<b>103.6</b>	<b>104.8</b>	<b>102.7</b>

Note: This indicator (degree-credit tuition revenue divided by degree-credit tuition revenue target for a given fiscal year) is provided by the Office of Budget and Finance. Source is the year-end financial report for each fiscal year.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

#### New Indicator

#### Revenue (non-credit/ACE) as a percentage of target

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>Senior</b>				
Baruch	93.1	101.0	108.0	126.7
Brooklyn	100.1	128.8	89.6	6.5
City	87.6	93.4	87.2	119.8
Hunter	103.3	110.8	103.5	103.7
John Jay	---	---	124.6	71.7
Lehman	108.7	96.3	103.8	122.3
Queens	133.5	99.5	103.5	87.8
York	148.1	102.4	144.2	82.4
<b>Senior College Average</b>	<b>106.5</b>	<b>102.5</b>	<b>106.3</b>	<b>109.3</b>
<b>Comprehensive</b>				
John Jay	117.8	125.2	---	---
Medgar Evers	0.0	0.0	0.0	0.0
NYCCT	87.6	68.7	110.6	57.3
Staten Island	124.9	162.7	98.5	101.4
<b>Comprehensive College Average</b>	<b>87.9</b>	<b>104.4</b>	<b>107.3</b>	<b>65.9</b>
<b>Community</b>				
BMCC	156.9	95.4	93.8	103.6
Bronx	31.3	99.2	97.6	106.7
Hostos	97.2	99.8	102.7	108.4
Kingsborough	84.8	99.9	98.8	99.4
LaGuardia	99.3	104.7	103.8	108.1
New Community College	---	---	---	---
Queensborough	92.2	100.6	91.7	97.0
<b>Community College Average</b>	<b>92.2</b>	<b>101.2</b>	<b>99.0</b>	<b>103.1</b>
<b>Graduate</b>				
Graduate School	83.8	70.9	113.8	6.7
School of Journalism	0.0	0.0	140.3	89.4
School of Professional Studies	0.0	108.2	0.0	0.0
Law School	0.0	0.0	0.0	0.0
<b>University Average</b>	<b>96.4</b>	<b>102.0</b>	<b>103.4</b>	<b>104.1</b>

Note: This indicator (Adult Continuing Education (ACE) deposits/revenue divided by ACE revenue target) is provided by the Office of Budget and Finance. For senior colleges, the ACE revenue target is calculated by adding the total ACE expenditures and the cost recovery target percentage of ACE revenue collected. The cost recovery target for FY2009-2012 was 14%. For community colleges, the ACE revenue target is 17.5% of ACE expenditures.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

#### New Indicator

#### Collection rate (weighted, rolling, three-year average)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>Senior</b>				
Baruch	98.6	95.2	94.8	96.6
Brooklyn	89.1	95.7	94.5	98.3
City	96.9	93.1	93.5	96.4
Hunter	96.7	95.1	93.8	95.6
John Jay	---	---	93.5	98.5
Lehman	96.2	91.9	91.8	95.1
Queens	98.6	96.5	93.7	96.5
York	94.8	93.0	91.9	97.5
<b>Senior College Average</b>	<b>96.1</b>	<b>94.7</b>	<b>93.7</b>	<b>96.7</b>
<b>Comprehensive</b>				
John Jay	99.5	95.6	---	---
Medgar Evers	94.3	91.1	89.3	99.1
NYCCT	92.2	74.8	90.5	92.3
Staten Island	100.2	95.5	94.1	99.8
<b>Comprehensive College Average</b>	<b>97.0</b>	<b>92.5</b>	<b>91.7</b>	<b>96.5</b>
<b>Community</b>				
BMCC	96.6	92.2	91.1	95.6
Bronx	98.3	96.4	93.3	97.8
Hostos	99.0	91.8	92.0	95.0
Kingsborough	94.7	90.2	90.3	90.3
LaGuardia	98.6	92.0	88.9	89.8
New Community College	---	---	---	---
Queensborough	96.7	94.8	93.8	90.9
<b>Community College Average</b>	<b>97.0</b>	<b>92.8</b>	<b>91.4</b>	<b>93.1</b>
<b>Graduate</b>				
Graduate School	98.8	98.3	97.9	91.6
School of Journalism	103.6	99.2	71.4	97.7
School of Professional Studies	118.0	93.9	86.5	106.3
Law School	99.8	99.4	99.6	89.7
<b>University Average</b>	<b>96.7</b>	<b>94.0</b>	<b>92.8</b>	<b>95.7</b>

Note: The Collection Rate (collected tuition and fees, excluding prior year collections, divided by billed tuition and fees) is provided by the Office of Budget and Finance. Source for all years is the CUNYfirst General Ledger (GL). For FY2012 both the CUNYfirst GL and the Office of the University Controller (OUC) Cash report were sources. Data for 2009 to 2011 were modified from the Goals & Targets Report to be consistent with the method used to produce 2012 rates.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.4 Colleges will improve or maintain sound financial management and controls.

#### General Administration as a percentage of total tax levy budget

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>Senior</b>					
Baruch	7.4	6.9	6.9	6.5	5.9
Brooklyn	6.3	6.3	6.1	5.4	5.3
City	5.4	5.7	5.7	6.2	6.1
Hunter	6.9	6.9	6.5	5.7	6.4
John Jay	---	---	---	7.9	7.1
Lehman	5.4	4.9	5.0	5.3	5.3
Queens	6.1	5.4	6.2	5.7	5.5
York	11.0	9.0	9.4	8.0	8.4
<b>Senior College Average</b>	<b>6.6</b>	<b>6.3</b>	<b>6.3</b>	<b>6.1</b>	<b>6.1</b>
<b>Comprehensive</b>					
John Jay	8.4	7.7	7.9	---	---
Medgar Evers	14.8	12.3	10.8	10.7	10.2
NYCCT	6.7	6.8	6.7	6.4	6.2
Staten Island	6.3	6.2	6.4	6.2	6.3
<b>Comprehensive College Average</b>	<b>8.4</b>	<b>7.8</b>	<b>7.6</b>	<b>7.3</b>	<b>7.2</b>
<b>Community</b>					
BMCC	14.9	14.7	4.8	4.8	4.6
Bronx	9.7	9.3	8.9	9.7	9.0
Hostos	9.7	9.5	10.2	9.1	8.6
Kingsborough	6.6	6.4	6.8	6.7	7.5
LaGuardia	6.9	7.5	7.6	7.3	7.1
New Community College	---	---	---	---	---
Queensborough	6.1	5.8	5.1	5.3	5.2
<b>Community College Average</b>	<b>9.2</b>	<b>9.2</b>	<b>6.8</b>	<b>6.8</b>	<b>6.7</b>
<b>Graduate</b>					
Graduate School	3.2	3.6	3.4	3.3	3.5
School of Journalism	NA	NA	20.8	20.5	21.3
School of Professional Studies	NA	NA	2.2	2.0	2.6
Law School	NA	NA	11.9	10.0	12.4
<b>University Average</b>	<b>7.4</b>	<b>7.1</b>	<b>6.6</b>	<b>6.3</b>	<b>6.3</b>

Note: Data for FY 2013 will be available in next year's report. Percentages reflect expenditures for president and provost offices, legal services, fiscal operations, campus development and grants offices. Data for the School of Journalism, Professional Studies, and the Law School are not available for 2008 or 2009.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve.

#### New Indicator

#### Percent of allocated budget retained as reserve

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>Senior</b>					
Baruch	0.8	3.1	0.1	3.8	3.0
Brooklyn	1.1	1.8	1.4	2.7	2.8
City	0.5	0.6	0.6	2.0	0.9
Hunter	2.0	2.6	2.5	3.8	2.2
John Jay	---	---	---	4.5	3.0
Lehman	2.0	2.8	1.4	0.7	0.9
Queens	2.0	2.8	2.3	2.2	1.3
York	1.6	0.5	0.0	0.1	0.0
<b>Senior College Total</b>	<b>1.4</b>	<b>2.1</b>	<b>1.4</b>	<b>2.7</b>	<b>1.9</b>
<b>Comprehensive</b>					
John Jay	3.4	1.1	2.3	---	---
Medgar Evers	0.2	0.1	2.1	3.8	3.0
NYCCT	2.0	2.3	1.1	6.0	2.6
Staten Island	2.0	1.3	0.8	1.9	1.7
<b>Comprehensive College Total</b>	<b>2.1</b>	<b>1.3</b>	<b>1.5</b>	<b>3.9</b>	<b>2.3</b>
<b>Community</b>					
BMCC	2.3	2.0	1.0	2.9	3.0
Bronx	2.5	2.0	3.0	1.1	3.1
Hostos	1.7	2.0	2.9	6.3	3.2
Kingsborough	0.1	1.0	2.1	1.3	0.9
LaGuardia	---	---	---	---	---
New Community College	1.5	2.1	2.5	2.5	2.7
Queensborough	1.4	0.7	2.1	2.3	3.1
<b>Community College Total</b>	<b>1.6</b>	<b>1.6</b>	<b>2.1</b>	<b>2.5</b>	<b>2.6</b>
<b>Graduate</b>					
Graduate School	1.9	2.0	1.3	2.8	3.0
School of Journalism	15.9	7.8	6.7	9.4	9.1
School of Professional Studies	9.3	3.5	0.4	6.1	3.3
Law School	8.6	4.6	6.3	4.0	0.0
<b>University Total</b>	<b>1.7</b>	<b>1.9</b>	<b>1.7</b>	<b>2.9</b>	<b>2.2</b>

Note: This indicator (year-end balance divided by the total of the tax-levy allocation plus tuition revenue above target) is provided by the Office of Budget and Finance. Source is the year-end financial report for each fiscal year.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.6 Contract/grant awards will increase.

#### Grants and contracts awarded (weighted, rolling, three-year average)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<b>Senior</b>					
Baruch	\$5,417,250	\$6,106,267	\$6,721,694	\$6,773,844	
Brooklyn	\$12,215,159	\$13,576,134	\$13,557,264	\$13,148,033	
City	\$48,802,709	\$59,303,054	\$64,031,763	\$63,033,793	
Hunter	\$42,244,156	\$46,999,342	\$48,027,876	\$49,360,285	
John Jay	---	---	\$16,903,472	\$15,909,732	
Lehman	\$17,387,991	\$21,669,114	\$20,935,606	\$18,003,894	
Queens	\$21,667,450	\$28,933,290	\$25,622,011	\$28,991,460	
York	\$6,341,443	\$7,495,168	\$6,888,864	\$6,254,765	
<b>Senior College Total</b>	<b>154,076,158</b>	<b>184,082,368</b>	<b>202,688,550</b>	<b>201,475,807</b>	
<b>Comprehensive</b>					
John Jay	\$15,275,879	\$18,128,219	---	---	
Medgar Evers	\$8,835,698	\$9,308,249	\$9,197,374	\$8,646,507	
NYCCT	\$6,128,546	\$7,179,020	\$7,463,674	\$8,358,759	
Staten Island	\$9,039,801	\$9,445,850	\$8,525,387	\$8,351,762	
<b>Comprehensive College Total</b>	<b>39,279,924</b>	<b>44,061,337</b>	<b>25,186,436</b>	<b>25,357,028</b>	
<b>Community</b>					
BMCC	\$6,735,194	\$7,867,265	\$8,723,970	\$7,446,371	
Bronx	\$5,700,917	\$6,159,851	\$6,782,830	\$6,389,954	
Hostos	\$3,932,899	\$3,588,387	\$4,452,458	\$5,348,630	
Kingsborough	\$5,168,318	\$5,052,288	\$5,072,036	\$14,784,198	
LaGuardia	\$14,638,288	\$16,902,509	\$16,975,518	\$16,986,775	
New Community College	---	---	---	---	
Queensborough	\$4,131,033	\$3,672,917	\$4,371,047	\$4,344,707	
<b>Community College Total</b>	<b>40,306,648</b>	<b>43,243,217</b>	<b>46,377,858</b>	<b>55,821,251</b>	
<b>Graduate</b>					
Graduate School	\$12,970,438	\$13,115,331	\$11,796,016	\$11,646,380	
School of Journalism	\$190,590	\$349,445	\$775,735	\$1,132,609	
Law School	\$438,848	\$575,891	\$399,792	\$223,356	
<b>University Total</b>	<b>247,262,606</b>	<b>285,427,588</b>	<b>287,224,387</b>	<b>295,656,430</b>	

Note: This indicator reflects a weighted, rolling, three-year average (50-30-20) of awards of grants and contracts administered by the Research Foundation. Student Financial Aid, PSC-CUNY grants, and grants and contracts generated by the Central Office are not included. FY2012 figures have been revised from last year's PMP report to reflect final data and FY2013 figures (available in the Final Year End PMP Report) are preliminary. Grants and contracts awards for the New Community College have been included in the FY2012 and FY2013 community college and university three-year rolling averages. In 2013 John Jay data was reported in the Senior College sector only as 50% of the 2011 rolling average is comprised of grants reported in 2011 (sector totals for the senior and comprehensive colleges were adjusted for 2011).

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.7 Indirect cost recovery ratios will improve.

#### Indirect cost recovery as a percentage of overall activity

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<b>Senior</b>					
Baruch	7.2	8.8	8.4	8.8	
Brooklyn	15.1	15.4	16.0	17.3	
City	18.2	18.9	19.3	18.3	
Hunter	15.4	16.2	15.8	16.9	
John Jay	---	---	---	14.2	
Lehman	11.8	12.4	11.7	11.4	
Queens	9.1	12.2	12.6	13.0	
York	7.6	8.7	9.4	7.6	
<b>Senior College Average</b>	<b>14.2</b>	<b>15.4</b>	<b>15.5</b>	<b>15.5</b>	
<b>Comprehensive</b>					
John Jay	10.5	9.4	12.5	---	
Medgar Evers	7.6	7.4	7.2	7.1	
NYCCT	6.5	7.0	8.5	8.4	
Staten Island	10.5	16.6	10.5	10.2	
<b>Comprehensive College Average</b>	<b>9.2</b>	<b>10.1</b>	<b>10.1</b>	<b>8.5</b>	
<b>Community</b>					
BMCC	5.6	5.3	4.2	5.0	
Bronx	8.0	6.7	6.2	6.2	
Hostos	6.0	7.4	8.4	7.0	
Kingsborough	5.8	6.1	7.1	6.6	
LaGuardia	4.9	4.4	5.6	6.9	
New Community College					
Queensborough	7.5	6.2	5.3	5.3	
<b>Community College Average</b>	<b>6.0</b>	<b>5.6</b>	<b>5.9</b>	<b>6.3</b>	
<b>Graduate</b>					
Graduate School	10.3	8.7	8.8	9.3	
School of Journalism	13.3	2.8	4.6	3.0	
Law School	3.9	8.4	43.4	14.3	
<b>University Average</b>	<b>11.8</b>	<b>12.6</b>	<b>12.6</b>	<b>12.6</b>	

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Admissions and Financial Aid Effectiveness**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.84 (1.26)
Brooklyn	4.67 (1.22)
City	4.49 (1.26)
Hunter	4.50 (1.36)
John Jay	4.93 (1.21)
Lehman	4.66 (1.26)
Queens	4.41 (1.27)
York	4.35 (1.29)
<b>Senior College Average</b>	<b>4.58 (1.29)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.54 (1.38)
NYCCT	4.43 (1.28)
Staten Island	4.37 (1.30)
<b>Comprehensive College Average</b>	<b>4.42 (1.31)</b>
<hr/>	
<b>Community</b>	
BMCC	4.89 (1.32)
Bronx	5.10 (1.19)
Hostos	4.90 (1.24)
Kingsborough	4.86 (1.29)
LaGuardia	4.40 (1.42)
New Community College	5.45 (1.09)
Queensborough	4.79 (1.25)
<b>Community College Average</b>	<b>4.77 (1.34)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

#### *New Indicator*

#### Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Registration Effectiveness

	<u>2013</u>
<b>Senior</b>	
Baruch	4.88 (1.22)
Brooklyn	4.69 (1.21)
City	4.52 (1.24)
Hunter	4.41 (1.27)
John Jay	4.98 (1.19)
Lehman	4.68 (1.23)
Queens	4.48 (1.24)
York	4.40 (1.31)
<b>Senior College Average</b>	<b>4.64 (1.27)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.51 (1.42)
NYCCT	4.40 (1.30)
Staten Island	4.22 (1.33)
<b>Comprehensive College Average</b>	<b>4.37 (1.34)</b>
<hr/>	
<b>Community</b>	
BMCC	5.07 (1.19)
Bronx	5.27 (1.12)
Hostos	5.15 (1.13)
Kingsborough	5.09 (1.18)
LaGuardia	4.72 (1.27)
New Community College	5.43 (1.12)
Queensborough	5.13 (1.12)
<b>Community College Average</b>	<b>5.01 (1.21)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

#### *New Indicator*

**Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Service Excellence**

	<u>2013</u>
<b>Senior</b>	
Baruch	4.79 (1.15)
Brooklyn	4.96 (1.04)
City	4.77 (1.03)
Hunter	4.70 (1.12)
John Jay	5.14 (1.06)
Lehman	4.92 (1.11)
Queens	4.68 (1.07)
York	4.57 (1.16)
<b>Senior College Average</b>	<b>4.83 (1.12)</b>
<hr/>	
<b>Comprehensive</b>	
Medgar Evers	4.53 (1.32)
NYCCT	4.53 (1.17)
Staten Island	4.54 (1.16)
<b>Comprehensive College Average</b>	<b>4.53 (1.19)</b>
<hr/>	
<b>Community</b>	
BMCC	4.93 (1.15)
Bronx	5.16 (1.06)
Hostos	5.00 (1.04)
Kingsborough	4.98 (1.13)
LaGuardia	4.64 (1.20)
New Community College	5.70 (0.94)
Queensborough	4.90 (1.06)
<b>Community College Average</b>	<b>4.91 (1.16)</b>
<hr/>	
<b>Graduate</b>	
School of Professional Studies	---
<hr/>	
<b>University Average</b>	<b>N/A</b>

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

#### Percentage of FTEs offered on Fridays, evenings or weekends

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	49.3	47.6	48.6	49.5	48.8
Brooklyn	42.7	41.0	40.2	38.3	36.2
City	42.2	42.4	41.9	40.2	40.2
Hunter	55.6	54.5	54.1	53.4	53.2
John Jay	---	---	---	46.2	42.8
Lehman	49.7	49.8	50.2	50.5	51.3
Queens	45.7	44.7	44.8	42.5	43.0
York	50.1	50.7	50.6	48.2	47.3
<b>Senior College Average</b>	<b>47.9</b>	<b>47.1</b>	<b>47.1</b>	<b>46.1</b>	<b>45.4</b>
<b>Comprehensive</b>					
John Jay	37.3	40.3	40.5	---	---
Medgar Evers	50.7	51.0	51.8	49.2	48.5
NYCCT	44.5	44.0	43.0	42.6	42.7
Staten Island	53.4	53.7	52.7	53.7	53.9
<b>Comprehensive College Average</b>	<b>45.5</b>	<b>46.5</b>	<b>46.2</b>	<b>48.1</b>	<b>48.2</b>
<b>Community</b>					
BMCC	38.4	37.2	37.0	42.5	38.3
Bronx	40.2	41.5	42.3	41.9	42.2
Hostos	33.2	33.0	32.9	33.6	32.5
Kingsborough	24.3	25.9	27.2	27.0	26.7
LaGuardia	36.4	36.6	36.8	35.7	34.8
New Community College	---	---	---	---	17.4
Queensborough	34.1	36.9	35.2	36.7	35.1
<b>Community College Average</b>	<b>34.4</b>	<b>34.9</b>	<b>34.9</b>	<b>36.3</b>	<b>34.8</b>
<b>University Average</b>	<b>42.8</b>	<b>42.6</b>	<b>42.5</b>	<b>42.8</b>	<b>41.9</b>

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday. Data points for fall 2008, fall 2009, and fall 2010 are re-calculated with new data source, which has very small impact on the trends.



**PART B. CONTEXT INDICATORS**

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

University Target: 1.4 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered totally online

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	0.1	0.1	0.2	0.4	0.8
Brooklyn	1.3	1.9	2.3	2.3	2.3
City	0.2	0.0	0.3	0.3	0.3
Hunter	0.1	0.6	0.3	0.2	0.3
John Jay	---	---	---	4.1	4.5
Lehman	3.1	3.6	4.7	5.7	0.5
Queens	0.4	0.3	0.2	0.4	0.4
York	0.6	0.5	0.6	0.8	0.6
<b>Senior College Average</b>	<b>0.7</b>	<b>0.9</b>	<b>1.0</b>	<b>1.5</b>	<b>1.2</b>
<b>Comprehensive</b>					
John Jay	3.1	3.2	3.6	---	---
Medgar Evers	1.3	1.3	1.4	1.4	1.5
NYCCT	0.9	0.6	0.9	0.8	1.0
Staten Island	0.4	0.6	0.7	0.6	0.7
<b>Comprehensive College Average</b>	<b>1.5</b>	<b>1.5</b>	<b>1.7</b>	<b>0.8</b>	<b>1.0</b>
<b>Community</b>					
BMCC	0.8	0.7	0.8	0.2	1.3
Bronx	0.5	2.0	0.6	0.1	0.2
Hostos	1.7	1.1	1.3	1.2	0.0
Kingsborough	0.5	0.4	0.8	0.8	0.0
LaGuardia	0.0	0.0	0.2	0.3	0.0
New Community College	---	---	---	---	0.0
Queensborough	0.4	0.5	0.5	0.5	0.4
<b>Community College Average</b>	<b>0.6</b>	<b>0.6</b>	<b>0.7</b>	<b>0.4</b>	<b>0.4</b>
<b>University Average</b>	<b>0.8</b>	<b>0.9</b>	<b>1.0</b>	<b>1.0</b>	<b>0.9</b>

Note: Values are computed as the number of student FTEs in sections designated as fully online divided by the total number of student FTEs. Both undergraduate and graduate courses are included. Sections with the instructional component totally online are determined by the designation in the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection. Fully online courses are those identified as "fully online - all classwork is online".

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

University Target: 1.4 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered partially online

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	0.1	0.0	1.1	2.5	2.1
Brooklyn	9.2	9.5	10.9	13.1	6.2
City	0.0	0.0	0.2	0.8	1.0
Hunter	3.7	4.0	4.7	6.3	6.3
John Jay	---	---	---	0.9	1.0
Lehman	3.6	4.4	6.2	8.0	14.9
Queens	10.5	1.2	4.2	1.5	2.4
York	0.2	0.6	1.6	2.1	3.8
<b>Senior College Average</b>	<b>4.4</b>	<b>2.9</b>	<b>4.3</b>	<b>4.4</b>	<b>4.3</b>
<b>Comprehensive</b>					
John Jay	0.3	0.2	0.6	---	---
Medgar Evers	1.6	1.0	1.3	1.1	1.5
NYCCT	0.5	4.4	3.1	4.2	4.8
Staten Island	0.5	0.6	1.1	1.8	2.2
<b>Comprehensive College Average</b>	<b>0.5</b>	<b>1.6</b>	<b>1.5</b>	<b>2.7</b>	<b>3.2</b>
<b>Community</b>					
BMCC	14.2	21.1	24.3	28.6	29.5
Bronx	0.7	0.0	1.6	1.9	1.7
Hostos	2.6	1.4	1.0	1.7	4.9
Kingsborough	10.4	13.3	13.5	17.5	3.2
LaGuardia	0.0	0.4	0.7	0.9	2.7
New Community College	---	---	---	---	5.2
Queensborough	0.2	0.3	0.7	1.9	2.6
<b>Community College Average</b>	<b>6.2</b>	<b>8.2</b>	<b>9.3</b>	<b>11.6</b>	<b>9.9</b>
<b>University Average</b>	<b>4.2</b>	<b>4.5</b>	<b>5.5</b>	<b>6.8</b>	<b>6.2</b>

Note: Values are computed as the number of student FTEs in sections designated as partially online divided by the total number of student FTEs. Both undergraduate and graduate courses are included. Sections with the instructional component partially online are determined by the designation in the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection. Partially online courses are those identified as "hybrid - between 20% and 80% of classwork is online", "partially online - some of the classwork is online", and "online - more than 80% of the classwork is online".

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.2 Increase faculty research/scholarship.

Percentage of required faculty reporting scholarship (or no scholarship to report) - reporting compliance rate

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Senior</b>					
Baruch	50.8	44.5	50.4	78.9	99.4
Brooklyn	100.0	100.0	100.0	86.9	100.0
City	78.7	54.1	65.0	88.9	98.0
Hunter	92.4	97.1	98.1	99.0	95.0
John Jay	---	---	---	32.3	91.3
Lehman	27.9	0.4	100.0	65.5	97.7
Queens	100.0	99.5	99.8	97.3	100.0
York	36.8	38.3	57.4	94.9	68.6
<b>Senior College Average</b>	<b>76.4</b>	<b>69.9</b>	<b>83.4</b>	<b>82.8</b>	<b>95.9</b>
<b>Comprehensive</b>					
John Jay	29.0	26.9	100.0	---	---
Medgar Evers	99.0	100.0	0.9	86.2	98.2
NYCCT	98.9	94.6	91.0	98.6	99.1
Staten Island	0.5	59.3	26.0	95.3	99.6
<b>Comprehensive College Average</b>	<b>52.4</b>	<b>65.6</b>	<b>64.1</b>	<b>95.2</b>	<b>99.1</b>
<b>Community</b>					
BMCC	94.9	19.9	99.4	90.9	100.0
Bronx	28.8	26.9	30.1	34.9	100.0
Hostos	35.9	25.0	98.2	94.9	98.3
Kingsborough	26.6	99.0	49.8	71.6	66.1
LaGuardia	12.1	17.3	16.1	92.5	100.0
New Community College	---	---	---	---	100.0
Queensborough	34.4	39.0	39.5	74.0	43.4
<b>Community College Average</b>	<b>43.8</b>	<b>37.9</b>	<b>57.4</b>	<b>77.1</b>	<b>83.4</b>
<b>Graduate</b>					
Graduate School	61.8	77.6	31.6	55.8	92.2
School of Journalism	100.0	100.0	88.9	90.0	66.7
School of Professional Studies	0.0	0.0	100.0	100.0	100.0
Law School	100.0	0.0	100.0	90.0	100.0
<b>University Average</b>	<b>63.0</b>	<b>61.1</b>	<b>72.1</b>	<b>82.5</b>	<b>92.9</b>

Note: These data come from the CUNY Faculty Scholarship Collection. Percentages reflect the number of faculty responding divided by the number of faculty required to respond. "No Work" and citations missing the publication year are counted as responses.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Percentage of instructional FTEs delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	53.4	52.8	51.2
Brooklyn	48.1	44.1	44.8
City	49.3	51.7	51.1
Hunter	42.8	38.9	36.7
John Jay	---	---	36.7
Lehman	48.0	47.9	51.7
Queens	49.7	46.1	43.8
York	51.6	55.9	50.0
<b>Senior College Average</b>	<b>48.4</b>	<b>46.9</b>	<b>44.8</b>
<b>Comprehensive</b>			
John Jay	44.0	39.8	---
Medgar Evers	48.5	44.6	41.9
NYCCT	49.8	46.6	45.9
Staten Island	37.5	34.9	38.3
<b>Comprehensive College Average</b>	<b>44.4</b>	<b>41.0</b>	<b>42.1</b>
<b>Community</b>			
BMCC	46.2	44.3	45.9
Bronx	57.6	57.0	54.7
Hostos	61.5	56.1	53.8
Kingsborough	52.6	54.6	54.8
LaGuardia	40.4	41.0	39.4
New Community College	---	---	---
Queensborough	51.9	52.2	49.8
<b>Community College Average</b>	<b>49.8</b>	<b>49.5</b>	<b>48.6</b>
<b>University Average</b>			
	<b>48.1</b>	<b>46.7</b>	<b>45.9</b>
<b>Graduate</b>			
Graduate School	93.6	92.7	94.2
School of Journalism	71.1	69.8	65.8
Law School	88.1	87.7	79.0

Note: Annual FTEs reflect sections taught in fall and spring semesters. Beginning with fall 2009, this indicator is based on data from the faculty workload data collection from CUNYfirst. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also cross-listed/combined, due to limitations in the available data. This indicator is calculated by dividing the total number of student FTEs in all undergraduate and graduate courses taught by full-time faculty members by the total FTEs in all undergraduate and graduate courses. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (instruction is added to both the numerator and the denominator). Other winter session sections are excluded. Full-time faculty members are defined as those of professorial rank, instructors and lecturers. Chairs are included. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center, the School of Journalism and the Law School; their teaching is credited to the college where instruction took place. Excludes College Now sections reported to OIRA as of May 1, 2013.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Percentage of instructional FTEs in graduate courses delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	66.3	67.0	61.3
Brooklyn	50.9	50.2	53.5
City	61.2	63.8	65.8
Hunter	48.8	47.5	49.0
John Jay	---	---	59.8
Lehman	65.4	67.3	69.5
Queens	64.3	61.2	59.8
York	88.2	99.9	94.6
<b>Senior College Average</b>	<b>57.7</b>	<b>57.4</b>	<b>57.7</b>
<b>Comprehensive</b>			
John Jay	64.2	62.7	---
Staten Island	64.3	55.1	64.4
<b>Comprehensive College Average</b>	<b>64.2</b>	<b>59.8</b>	<b>64.4</b>
<b>University Average</b>			
	<b>58.5</b>	<b>57.7</b>	<b>58.0</b>
<b>Graduate</b>			
Graduate School	93.6	92.7	94.2
School of Journalism	71.1	69.8	65.8
Law School	88.1	87.7	79.0

Note: Annual FTEs reflect sections taught in fall and spring semesters. Beginning with fall 2009, this indicator is based on data from the faculty workload data collection from CUNYfirst. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also cross-listed/combined, due to limitations in the available data. This indicator is calculated by dividing the total number of student FTEs in graduate courses taught by full-time faculty members by the total FTEs in all graduate courses. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (instruction is added to both the numerator and the denominator). Other winter session sections are excluded. Full-time faculty members are defined as those of professorial rank, instructors and lecturers. Chairs are included. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center, the School of Journalism and the Law School; their teaching is credited to the college where instruction took place.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### Number of veteran full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	293	289	295
Brooklyn	286	263	299
City	310	260	278
Hunter	403	394	405
John Jay	---	---	168
Lehman	172	157	178
Queens	291	297	315
York	88	85	90
<b>Senior College Total</b>	<b>1,843</b>	<b>1,745</b>	<b>2,028</b>
<b>Comprehensive</b>			
John Jay	160	136	---
Medgar Evers	72	75	75
NYCCT	186	138	175
Staten Island	197	189	187
<b>Comprehensive College Total</b>	<b>615</b>	<b>538</b>	<b>437</b>
<b>Community</b>			
BMCC	210	201	205
Bronx	133	111	116
Hostos	76	74	78
Kingsborough	154	138	71
LaGuardia	124	119	122
New Community College	---	---	---
Queensborough	160	137	149
<b>Community College Total</b>	<b>857</b>	<b>780</b>	<b>741</b>
<b>Graduate</b>			
Graduate School	107	98	108
School of Journalism	4	3	4
School of Professional Studies	---	1	1
Law School	24	22	19
<b>University Total</b>	<b>3,450</b>	<b>3,187</b>	<b>3,338</b>

Note: Counts are from the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflect the number of veteran full-time professorial faculty (not eligible for contractual release time) who taught in both the fall and spring semesters. Eligibility for contractual release time is determined by the date of the first appointment to the professorial title series at the college and tenure status. The computation of this indicator excludes those in non-teaching departments (counselors and librarians), those in substitute titles, and those on leave (all types, not just unpaid). Faculty is counted based on their appointment college. Chairs are included. Faculty (veteran and new) with workload greater than 60 hours are excluded. This count is used as the denominator for the indicator "Mean teaching hours of veteran full-time faculty". City College excludes the Sophie Davis School of Biomedical Education.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Mean teaching hours of full-time faculty eligible for contractual release time

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	12.6	13.0	13.7
Brooklyn	13.2	13.2	13.7
City	16.1	14.8	13.9
Hunter	13.6	12.7	12.6
John Jay	---	---	13.9
Lehman	15.1	16.9	15.6
Queens	15.2	14.9	13.7
York	15.1	15.7	15.3
<b>Senior College Average</b>	<b>14.4</b>	<b>14.2</b>	<b>13.9</b>
<b>Comprehensive</b>			
John Jay	14.2	14.1	---
Medgar Evers	14.3	14.8	14.3
NYCCT	19.0	16.6	16.0
Staten Island	15.8	14.6	15.1
<b>Comprehensive College Average</b>	<b>16.1</b>	<b>15.1</b>	<b>15.4</b>
<b>Community</b>			
BMCC	20.9	20.6	20.2
Bronx	21.9	21.4	19.4
Hostos	19.9	21.1	20.7
Kingsborough	19.7	20.3	24.9
LaGuardia	21.8	19.4	18.1
New Community College	---	---	---
Queensborough	22.6	21.2	21.7
<b>Community College Average</b>	<b>21.2</b>	<b>20.5</b>	<b>20.5</b>
<b>Graduate</b>			
Graduate School	10.9*	16.0*	11.8*
School of Journalism	9.0*	13.5*	13.1*
School of Professional Studies	---	0.0*	0.0*
Law School	7.5*	7.7*	7.8*
<b>University Average</b>	<b>16.6</b>	<b>16.2</b>	<b>16.2</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts. Teaching hours are: 1) annual mean contracted hours of new full-time professorial faculty (eligible for contractual release time) who teach in both fall and spring as reported in the FWL; 2) the sum of annual (fall and spring) instructional workload hours (non-overload) of new full-time professorial faculty divided by the number of new full-time professorial faculty; 3) credited to a faculty member's appointment college. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. City College excludes the Sophie Davis School of Biomedical Education.

\*Based on fewer than 25 faculty members.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

Number of full-time faculty eligible for contractual release time

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	78	75	60
Brooklyn	101	111	88
City	97	98	81
Hunter	97	113	115
John Jay	---	---	95
Lehman	49	61	75
Queens	107	110	106
York	54	72	60
<b>Senior College Total</b>	<b>583</b>	<b>640</b>	<b>680</b>
<b>Comprehensive</b>			
John Jay	107	120	---
Medgar Evers	34	33	32
NYCCT	98	123	119
Staten Island	81	86	75
<b>Comprehensive College Total</b>	<b>320</b>	<b>362</b>	<b>226</b>
<b>Community</b>			
BMCC	87	96	93
Bronx	36	46	50
Hostos	32	37	33
Kingsborough	43	58	51
LaGuardia	71	93	95
New Community College	---	---	---
Queensborough	56	72	80
<b>Community College Total</b>	<b>325</b>	<b>402</b>	<b>402</b>
<b>Graduate</b>			
Graduate School	5	3	3
School of Journalism	3	4	2
School of Professional Studies	---	0	0
Law School	2	3	3
<b>University Total</b>	<b>1,238</b>	<b>1,414</b>	<b>1,316</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects the number of new full-time professorial faculty (eligible for contractual release time) who taught in both the fall and spring semesters. Eligibility for contractual release time is determined by the date of first appointment to the professorial title series at the college and tenure status. The computation of this indicator excludes those in non-teaching departments (counselors and librarians), those in substitute titles, and those on leave (all types, not just unpaid). Faculty is counted based on their appointment college. Chairs are included. Faculty (veteran and new) with workload greater than 60 hours are excluded. This count is used as the denominator for the indicator "Mean teaching hours of full-time faculty eligible for contractual release time". City College excludes the Sophie Davis School of Biomedical Education.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Undergraduate student-faculty ratio

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	18.4	18.3	19.6
Brooklyn	14.2	13.8	14.2
City	13.5	13.2	12.9
Hunter	15.4	14.2	14.5
John Jay	---	---	17.6
Lehman	13.2	13.2	13.7
Queens	15.2	15.6	15.7
York	16.6	17.2	17.9
<b>Senior College Average</b>	<b>15.1</b>	<b>14.9</b>	<b>15.5</b>
<b>Comprehensive</b>			
John Jay	18.1	17.6	---
Medgar Evers	18.1	18.0	18.6
NYCCT	15.7	16.4	16.2
Staten Island	16.9	16.9	17.2
<b>Comprehensive College Average</b>	<b>17.0</b>	<b>17.1</b>	<b>17.0</b>
<b>Community</b>			
BMCC	20.1	20.2	20.6
Bronx	17.9	17.8	18.2
Hostos	17.8	17.6	17.5
Kingsborough	20.2	19.3	18.6
LaGuardia	17.3	16.7	17.3
New Community College	---	---	---
Queensborough	19.6	18.5	18.9
<b>Community College Average</b>	<b>19.0</b>	<b>18.5</b>	<b>18.7</b>
<b>University Average</b>	<b>16.9</b>	<b>16.7</b>	<b>17.0</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) extract and is the sum of student FTEs in undergraduate sections divided by the sum of faculty FTEs in undergraduate sections. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also crosslisted/combined, due to limitations in the available data. City College excludes the Sophie Davis School of Biomedical Education.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Number of full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	486	486	438
Brooklyn	517	511	499
City	570	558	540
Hunter	689	671	664
John Jay	---	---	346
Lehman	357	362	345
Queens	628	625	588
York	203	211	196
<b>Senior College Total</b>	<b>3,450</b>	<b>3,424</b>	<b>3616</b>
<b>Comprehensive</b>			
John Jay	420	365	
Medgar Evers	176	174	164
NYCCT	394	385	378
Staten Island	354	332	328
<b>Comprehensive College Total</b>	<b>1,344</b>	<b>1,256</b>	<b>870</b>
<b>Community</b>			
BMCC	415	405	450
Bronx	264	286	286
Hostos	167	163	171
Kingsborough	333	340	348
LaGuardia	272	295	302
New Community College	---	---	3
Queensborough	339	335	331
<b>Community College Total</b>	<b>1,790</b>	<b>1,824</b>	<b>1891</b>
<b>Graduate</b>			
Graduate School	145	147	151
School of Journalism	28	35	31
School of Professional Studies	6	7	7
Law School	37	35	35
<b>University Total</b>	<b>6,800</b>	<b>6,206</b>	<b>6,601</b>

Note: This indicator reflects data in the CUNYfirst Human Resources (HR) spring and fall extracts and excludes graduate assistants, counselors and librarians, full-time faculty on unpaid leave and individuals on the Executive Compensation Plan even if they teach undergraduate or graduate courses at the college. Full-time instructors and lecturers are counted here. City College includes the Sophie Davis School of Biomedical Education.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Number of FTE part-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	285	268	268
Brooklyn	343	343	342
City	435	370	376
Hunter	567	487	510
John Jay	---	---	324
Lehman	258	243	208
Queens	388	381	367
York	140	134	156
<b>Senior College Total</b>	<b>2,416</b>	<b>2,225</b>	<b>2,551</b>
<b>Comprehensive</b>			
John Jay	328	311	---
Medgar Evers	160	163	168
NYCCT	378	371	422
Staten Island	296	328	307
<b>Comprehensive College Total</b>	<b>1,162</b>	<b>1,173</b>	<b>897</b>
<b>Community</b>			
BMCC	458	482	508
Bronx	187	180	205
Hostos	100	115	127
Kingsborough	277	295	294
LaGuardia	353	379	401
New Community College	---	---	---
Queensborough	305	301	329
<b>Community College Total</b>	<b>1,680</b>	<b>1,751</b>	<b>1,864</b>
<b>Graduate</b>			
Graduate School	12	6	4
School of Journalism	8	9	10
School of Professional Studies	50	48	54
Law School	9	4	8
<b>University Total</b>	<b>5,337</b>	<b>5,216</b>	<b>5,388</b>

Note: This indicator reflects data in the CUNYfirst Human Resources (HR) spring and fall extracts and reflects the number of teaching appointment hours of adjuncts (including part-time instructors and lecturers) divided by 13.5. City College includes the Sophie Davis School of Biomedical Education.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Methodology*

Number of full-time executive and professional staff

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	292	293	287
Brooklyn	297	305	310
City	382	413	410
Hunter	413	420	421
John Jay	---	---	268
Lehman	261	275	272
Queens	327	331	319
York	190	190	183
<b>Senior College Total</b>	<b>2,162</b>	<b>2,227</b>	<b>2,470</b>
<b>Comprehensive</b>			
John Jay	264	264	---
Medgar Evers	190	190	196
NYCCT	220	218	209
Staten Island	209	219	217
<b>Comprehensive College Total</b>	<b>883</b>	<b>891</b>	<b>622</b>
<b>Community</b>			
BMCC	226	229	224
Bronx	180	188	190
Hostos	151	152	160
Kingsborough	235	242	248
LaGuardia	313	299	304
New Community College	---	---	16
Queensborough	213	228	227
<b>Community College Total</b>	<b>1,318</b>	<b>1,338</b>	<b>1,369</b>
<b>Graduate</b>			
Graduate School	240	248	241
School of Journalism	15	15	16
School of Professional Studies	50	56	62
Law School	55	57	63
<b>University Total</b>	<b>4,723</b>	<b>4,832</b>	<b>4,843</b>

Note: This indicator reflects data in the CUNYfirst Human Resources (HR) spring and fall extracts and includes individuals on the executive compensation plan and personnel in full-time professional titles. City College includes the Sophie Davis School of Biomedical Education.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Indicator*

Mean hours of reassigned time for sponsored research for veteran faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	0.4	0.5	0.5
Brooklyn	0.6	0.9	0.9
City	1.6	1.1	1.4
Hunter	0.8	0.9	0.8
John Jay	---	---	0.9
Lehman	0.9	0.6	0.4
Queens	0.2	0.3	0.4
York	0.7	0.6	0.7
<b>Senior College Average</b>	<b>0.8</b>	<b>0.7</b>	<b>0.8</b>
<b>Comprehensive</b>			
John Jay	0.7	0.7	---
Medgar Evers	0.4	1.0	1.4
NYCCT	0.5	0.8	0.9
Staten Island	0.4	0.4	0.6
<b>Comprehensive College Average</b>	<b>0.5</b>	<b>0.7</b>	<b>0.8</b>
<b>Community</b>			
BMCC	0.2	0.3	0.2
Bronx	2.1	1.2	1.2
Hostos	2.0	1.4	0.8
Kingsborough	0.9	0.6	0.3
LaGuardia	1.6	1.7	1.2
New Community College	---	---	---
Queensborough	0.3	0.6	0.5
<b>Community College Average</b>	<b>1.0</b>	<b>0.9</b>	<b>0.6</b>
<b>Graduate</b>			
Graduate School	0.1	0.0	0.1
School of Journalism	2.3*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
<b>University Average</b>	<b>0.8</b>	<b>0.7</b>	<b>0.7</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Hours of reassigned time are the sum of sponsored research hours of veteran full-time professorial faculty (not eligible for contractual release time) during the fall and spring terms divided by the number of veteran full-time professorial faculty. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored research hours are credited to a faculty member's appointment college.

\*Based on fewer than 25 faculty members.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Indicator*

Mean hours of reassigned time for sponsored and unsponsored research for faculty eligible for release time

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	1.6	1.3	1.4
Brooklyn	1.6	1.7	1.7
City	2.7	2.2	4.4
Hunter	1.5	1.9	1.4
John Jay	---	---	1.5
Lehman	0.6	0.4	0.7
Queens	1.4	1.2	2.3
York	3.1	1.3	5.8
<b>Senior College Average</b>	<b>1.8</b>	<b>1.5</b>	<b>2.3</b>
<b>Comprehensive</b>			
John Jay	0.7	1.4	---
Medgar Evers	0.5	0.8	0.7
NYCCT	0.8	0.8	0.8
Staten Island	0.7	1.8	0.6
<b>Comprehensive College Average</b>	<b>0.7</b>	<b>1.2</b>	<b>0.7</b>
<b>Community</b>			
BMCC	1.3	1.4	0.5
Bronx	1.5	1.6	6.5
Hostos	1.7	3.3	3.8
Kingsborough	0.9	0.9	0.1
LaGuardia	2.6	2.6	2.1
New Community College	---	---	---
Queensborough	0.2	0.6	0.3
<b>Community College Average</b>	<b>1.4</b>	<b>1.7</b>	<b>1.8</b>
<b>Graduate</b>			
Graduate School	0.0*	0.0*	0.0*
School of Journalism	2.0*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
<b>University Average</b>	<b>1.4</b>	<b>1.5</b>	<b>1.8</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored and unsponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Hours of reassigned time are the sum of sponsored and unsponsored research hours of new full-time professorial faculty (eligible for contractual release time) during the fall and spring terms divided by the number of new full-time professorial faculty. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored/Unsponsored research hours are credited to a faculty member's appointment college.

\*Based on fewer than 25 faculty members.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Indicator*

Percentage of veteran faculty with reassigned time for sponsored research

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	10.6	10.7	10.5
Brooklyn	13.6	14.4	13.4
City	32.8	25.1	28.0
Hunter	16.4	15.0	15.3
John Jay	---	---	14.3*
Lehman	18.0	15.3*	8.4*
Queens	4.1*	3.7*	6.3*
York	14.8*	7.1*	10.0*
<b>Senior College Average</b>	<b>15.9</b>	<b>13.4</b>	<b>13.7</b>
<b>Comprehensive</b>			
John Jay	10.6*	11.8*	---
Medgar Evers	4.2*	10.7*	14.7*
NYCCT	11.8*	13.0*	12.6*
Staten Island	8.1*	6.9*	8.0*
<b>Comprehensive College Average</b>	<b>9.4</b>	<b>10.2</b>	<b>11.0</b>
<b>Community</b>			
BMCC	3.8*	7.0*	4.4*
Bronx	36.1	25.2	21.6
Hostos	26.3*	24.3*	10.3*
Kingsborough	22.7	18.1	8.5*
LaGuardia	27.4	27.7	20.5
New Community College	---	---	---
Queensborough	6.3*	13.1*	10.1*
<b>Community College Average</b>	<b>18.1</b>	<b>17.4</b>	<b>11.9</b>
<b>Graduate</b>			
Graduate School	1.9*	0.0*	0.9*
School of Journalism	25.0*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
<b>University Average</b>	<b>14.8</b>	<b>13.3</b>	<b>12.4</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. The percentage is based on the number of veteran full-time professorial faculty (not eligible for contractual release time) with sponsored research hours during the fall and spring terms divided by the number of veteran full-time professorial faculty. The denominator for this indicator is "Number of Veteran Full-time". Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored research hours are credited to a faculty member's appointment college. \*Based on fewer than 25 faculty members.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Raise Academic Quality

### Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

#### *New Indicator*

Percentage of faculty eligible for release time with reassigned time for sponsored and unsponsored research

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>			
Baruch	29.5*	24.0*	28.3*
Brooklyn	21.8*	28.8	22.7*
City	48.5	40.8	77.8
Hunter	36.1	43.4	40.9
John Jay	---	---	27.4
Lehman	10.2*	8.2*	16.0*
Queens	44.9	35.1	59.8
York	64.8	31.9*	86.7
<b>Senior College Average</b>	<b>36.9</b>	<b>32.1</b>	<b>44.2</b>
<b>Comprehensive</b>			
John Jay	16.8*	29.2	---
Medgar Evers	8.8*	15.2*	12.5*
NYCCT	15.3*	16.3*	13.3*
Staten Island	14.8*	37.2	12.0*
<b>Comprehensive College Average</b>	<b>15.0</b>	<b>25.4</b>	<b>12.8</b>
<b>Community</b>			
BMCC	29.9	24.0*	10.8*
Bronx	33.3*	41.3*	82.0
Hostos	21.9*	56.8*	57.6*
Kingsborough	48.8*	31.0*	9.8*
LaGuardia	53.5	51.6	46.3
New Community College	---	---	---
Queensborough	5.4*	13.9*	7.5*
<b>Community College Average</b>	<b>32.9</b>	<b>34.6</b>	<b>31.1</b>
<b>Graduate</b>			
Graduate School	0.0*	0.0*	0.0*
School of Journalism	33.3*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
<b>University Average</b>	<b>30.0</b>	<b>30.9</b>	<b>34.5</b>

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored and unsponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. The percentage is based on the number of new full-time professorial faculty (eligible for contractual release time) with sponsored and unsponsored research hours during the fall and spring terms divided by the number of new full-time professorial faculty. The denominator for this indicator is "Number of Full-time Faculty Eligible for Contractual Release Time". Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored/Unsponsored research hours are credited to a faculty member's appointment college. \*Based on fewer than 25 faculty members.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Indicator*

Number of SEEK students in base of main indicator

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	600	589	671	778	728
Brooklyn	858	851	912	985	843
City	918	876	802	828	883
Hunter	622	542	528	527	526
John Jay	---	---	---	1,181	1,089
Lehman	1,023	949	927	878	812
Queens	969	969	1,075	1,064	951
York	686	727	719	745	711
<b>Senior College Total</b>	<b>5,676</b>	<b>5,503</b>	<b>5,634</b>	<b>6,986</b>	<b>6,543</b>
<b>Comprehensive</b>					
John Jay	905	995	1,152	---	---
Medgar Evers	228	191	183	159	171
NYCCT	256	272	260	285	256
Staten Island	244	261	317	309	304
<b>Comprehensive College Total</b>	<b>1,633</b>	<b>1,719</b>	<b>1,912</b>	<b>753</b>	<b>731</b>
<b>University Total</b>	<b>7,309</b>	<b>7,222</b>	<b>7,546</b>	<b>7,739</b>	<b>7,274</b>

Note: The count of SEEK students includes those who completed at least one course for credit.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

#### *New Indicator*

Number of ESL students in base of main indicator

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Baruch	1,245	1,196	1,358	1,487	1,353
Brooklyn	792	788	698	675	621
City	867	848	761	742	699
Hunter	390	381	388	420	462
John Jay	---	---	---	201	224
Lehman	307	338	384	427	413
Queens	1,279	1,249	1,102	1,071	1,014
York	460	507	496	504	513
<b>Senior College Total</b>	<b>5,340</b>	<b>5,307</b>	<b>5,187</b>	<b>5,527</b>	<b>5,299</b>
John Jay	146	180	192	---	---
Medgar Evers	420	357	339	322	338
NYCCT	379	383	358	377	369
Staten Island	580	587	624	651	614
<b>Comprehensive College Total</b>	<b>1,525</b>	<b>1,507</b>	<b>1,513</b>	<b>1,350</b>	<b>1,321</b>
School of Professional Studies	13	15	22	23	19
<b>University Total</b>	<b>6,878</b>	<b>6,829</b>	<b>6,722</b>	<b>6,900</b>	<b>6,639</b>

Note: Reflects the percentage of credits earned of those attempted, withdrawals (W, WA, and WN grades) are excluded from the base.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not proficient in reading upon initial testing who have met basic skills proficiency in reading by the 30th credit

#### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	86.6	92.0	95.0	88.7	100.0*
Medgar Evers	82.2	82.2	87.0	88.4	83.2
NYCCT	94.5	94.5	96.6	94.3	96.4
Staten Island	93.8	92.9	94.2	93.8	95.7
<b>Comprehensive College Average</b>	<b>90.5</b>	<b>91.0</b>	<b>93.9</b>	<b>92.2</b>	<b>93.3</b>
<b>Community</b>					
BMCC	86.9	87.0	86.2	86.9	84.6
Bronx	81.0	81.8	81.4	81.2	80.2
Hostos	74.4	78.2	78.0	77.9	78.3
Kingsborough	76.8	77.0	76.3	73.1	80.4
LaGuardia	83.6	83.7	84.6	89.3	86.9
New Community College	---	---	---	---	---
Queensborough	89.9	88.3	88.0	87.5	88.3
<b>Community College Average</b>	<b>82.6</b>	<b>82.9</b>	<b>82.6</b>	<b>82.9</b>	<b>83.5</b>
<b>University Average</b>	<b>84.3</b>	<b>84.6</b>	<b>84.6</b>	<b>84.4</b>	<b>84.9</b>

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in reading. Basic skills proficiency is based on data available in the SKAT database and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not proficient in writing upon initial testing who have met basic skills proficiency in writing by the 30th credit

#### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	84.6	91.4	92.0	93.8	100.0*
Medgar Evers	87.6	82.9	86.9	86.2	83.1
NYCCT	94.5	94.1	95.1	93.9	96.7
Staten Island	93.3	92.5	93.8	93.6	89.3
<b>Comprehensive College Average</b>	<b>91.1</b>	<b>91.1</b>	<b>92.9</b>	<b>92.1</b>	<b>91.5</b>
<b>Community</b>					
BMCC	82.2	82.9	82.5	80.2	82.2
Bronx	85.3	83.1	84.6	82.4	84.4
Hostos	81.3	83.8	81.4	75.7	78.0
Kingsborough	77.2	72.6	67.7	67.8	73.4
LaGuardia	80.8	78.9	79.3	85.3	86.6
New Community College	---	---	---	---	---
Queensborough	84.9	84.5	88.3	86.6	86.7
<b>Community College Average</b>	<b>81.9</b>	<b>80.5</b>	<b>79.9</b>	<b>79.6</b>	<b>82.0</b>
<b>University Average</b>	<b>83.8</b>	<b>82.7</b>	<b>82.3</b>	<b>81.8</b>	<b>83.4</b>

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in writing. Basic skills proficiency is based on data available in the SKAT database and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not proficient in math upon initial testing who have met basic skills proficiency in math by the 30th credit

#### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	71.3	69.1	77.5	73.8	81.8*
Medgar Evers	62.8	63.4	68.8	75.3	69.4
NYCCT	92.8	90.7	92.2	88.2	69.4
Staten Island	89.9	89.5	84.6	86.5	72.9
<b>Comprehensive College Average</b>	<b>81.2</b>	<b>80.2</b>	<b>82.7</b>	<b>83.1</b>	<b>70.8</b>
<b>Community</b>					
BMCC	65.9	58.8	60.3	57.4	59.9
Bronx	48.5	40.0	40.9	42.0	35.9
Hostos	69.9	69.5	61.6	65.1	57.1
Kingsborough	55.2	49.7	43.9	40.7	39.7
LaGuardia	66.5	61.5	61.3	61.4	56.1
New Community College	---	---	---	---	---
Queensborough	62.6	59.8	60.3	61.1	54.7
<b>Community College Average</b>	<b>60.7</b>	<b>55.5</b>	<b>54.1</b>	<b>53.5</b>	<b>50.7</b>
<b>University Average</b>	<b>65.7</b>	<b>61.5</b>	<b>60.6</b>	<b>59.4</b>	<b>54.5</b>

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in math. Basic skills proficiency is based on data available in the SKAT database (and the Performance file) and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. Starting from fall 2011, students are considered math proficient if they passed the math test prior to the term or passed a last-in-sequence math course starting from spring 2011 (grade C or better). For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

#### *New Indicator*

Percentage of students withdrawing from freshman composition

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	7.0	5.2	9.2	6.3	7.7
Brooklyn	6.2	3.6	3.3	3.0	2.8
City	6.5	5.4	4.0	5.2	3.7
Hunter	5.4	6.1	6.6	5.7	7.0
John Jay	---	---	---	10.7	7.9
Lehman	7.0	7.3	10.8	9.2	9.2
Queens	4.9	5.6	6.7	5.0	5.9
York	9.3	9.9	7.1	6.2	5.5
<b>Senior College Average</b>	<b>6.5</b>	<b>6.0</b>	<b>6.8</b>	<b>6.7</b>	<b>6.4</b>
<b>Comprehensive</b>					
John Jay	12.8	9.7	10.8	---	---
Medgar Evers	11.6	12.6	18.3	14.5	12.4
NYCCT	16.6	15.2	15.7	13.1	15.1
Staten Island	14.8	12.3	12.7	14.4	13.1
<b>Comprehensive College Average</b>	<b>14.4</b>	<b>12.5</b>	<b>14.0</b>	<b>13.9</b>	<b>13.8</b>
<b>Community</b>					
BMCC	16.5	16.9	18.5	17.0	15.0
Bronx	14.0	13.7	15.3	14.6	17.1
Hostos	13.7	16.9	21.6	16.0	19.9
Kingsborough	18.3	17.1	16.0	16.8	17.5
LaGuardia	13.9	12.7	13.9	11.2	15.3
New Community College	---	---	---	---	2.0*
Queensborough	15.8	15.1	15.2	16.2	15.1
<b>Community College Average</b>	<b>15.9</b>	<b>15.5</b>	<b>16.4</b>	<b>15.7</b>	<b>15.5</b>
<b>University Average</b>	<b>13.1</b>	<b>12.6</b>	<b>13.9</b>	<b>13.0</b>	<b>13.1</b>

Note: Based on students enrolled in freshman composition in the fall of a given term. Students auditing a course are excluded.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

#### *New Indicator*

Percentage of students withdrawing from gateway mathematics

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	14.9	14.9	17.3	16.2	16.1
Brooklyn	18.8	17.6	20.2	15.6	18.6
City	10.1	12.1	11.5	12.7	13.6
Hunter	11.3	10.4	12.5	9.1	8.2
John Jay	---	---	---	14.6	12.1
Lehman	14.3	13.4	19.5	16.2	13.8
Queens	13.7	12.6	15.1	15.0	12.9
York	13.5	8.6	17.0	10.3	10.1
<b>Senior College Average</b>	<b>13.7</b>	<b>12.9</b>	<b>16.0</b>	<b>14.1</b>	<b>12.8</b>
<b>Comprehensive</b>					
John Jay	15.2	10.8	16.9	---	---
Medgar Evers	11.0	10.8	13.1	11.4	11.0
NYCCT	19.2	17.4	19.7	21.6	17.3
Staten Island	19.1	15.6	18.5	19.0	18.3
<b>Comprehensive College Average</b>	<b>17.1</b>	<b>14.3</b>	<b>17.8</b>	<b>19.0</b>	<b>16.6</b>
<b>Community</b>					
BMCC	14.1	13.9	17.3	16.4	15.7
Bronx	12.5	24.7	24.7	19.4	22.2
Hostos	13.2	14.6	16.3	16.1	16.5
Kingsborough	17.5	14.2	12.4	11.5	11.8
LaGuardia	14.3	12.8	11.8	10.3	14.6
New Community College	---	---	---	---	5.6*
Queensborough	21.7	22.0	25.3	20.7	19.2
<b>Community College Average</b>	<b>16.0</b>	<b>16.5</b>	<b>18.1</b>	<b>15.8</b>	<b>15.9</b>
<b>University Average</b>	<b>15.9</b>	<b>14.7</b>	<b>17.5</b>	<b>16.1</b>	<b>15.1</b>

Note: Based on students enrolled in gateway mathematics in the fall of a given term. Students auditing a course are excluded.

\*Based on fewer than 25 students.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

One-year Retention Rate (system rate): Percentage of full-time first-time freshmen in associate programs still enrolled in any CUNY college one year later

#### Associate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
<b>Comprehensive</b>					
John Jay	68.2	71.5	71.7	---	---
Medgar Evers	55.6	59.4	58.1	62.0	54.8
NYCCT	66.7	66.9	68.3	69.4	69.9
Staten Island	70.7	71.5	70.8	72.8	72.7
<b>Comprehensive College Average</b>	<b>67.2</b>	<b>68.1</b>	<b>67.9</b>	<b>69.1</b>	<b>67.8</b>
<b>Community</b>					
BMCC	63.4	63.3	67.0	65.2	66.0
Bronx	62.9	66.6	61.5	59.7	55.8
Hostos	62.9	58.4	64.2	65.0	65.2
Kingsborough	69.1	73.1	71.2	68.2	68.5
LaGuardia	66.8	67.4	70.0	69.4	66.2
New Community College	---	---	---	---	--
Queensborough	72.2	73.5	72.9	73.9	70.4
<b>Community College Average</b>	<b>66.5</b>	<b>67.5</b>	<b>68.7</b>	<b>67.5</b>	<b>66.2</b>
<b>University Average</b>	<b>66.8</b>	<b>67.7</b>	<b>68.4</b>	<b>67.9</b>	<b>66.6</b>

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled at any CUNY college one year after entry. Prelude to Success students are excluded from the base.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Six-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within six years

#### Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
<b>Senior</b>					
Baruch	57.6	60.3	60.5	63.3	62.6
Brooklyn	43.7	43.3	48.5	48.4	53.8
City	37.0	35.0	38.9	40.0	42.0
Hunter	41.9	43.7	46.2	45.9	45.7
John Jay	---	---	---	39.4	43.1
Lehman	33.6	30.8	34.5	40.4	34.9
Queens	55.3	51.8	51.0	53.1	54.9
York	23.4	23.9	19.5	19.8	25.6
<b>Senior College Average</b>	<b>44.8</b>	<b>44.5</b>	<b>45.7</b>	<b>46.2</b>	<b>47.6</b>
<b>Comprehensive</b>					
John Jay	42.7	41.7	40.1	---	---
Medgar Evers	21.9	5.3*	23.3	38.9*	17
NYCCT	18.2	17.3	24.5	23.5	23.1
Staten Island	45.6	45.2	48.1	48.0	47.3
<b>Comprehensive College Average</b>	<b>39.2</b>	<b>37.1</b>	<b>38.0</b>	<b>37.0</b>	<b>35.6</b>
<b>University Average</b>	<b>44.0</b>	<b>43.3</b>	<b>44.4</b>	<b>45.8</b>	<b>46.7</b>

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Six-year Graduation Rate (institution rate): Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within six years

#### Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
<b>Comprehensive</b>					
John Jay	24.3	26.6	24.7	24.5	28.2
Medgar Evers	16.9	21.8	16.9	15.9	15.0
NYCCT	19.7	22.1	20.6	21.7	21.4
Staten Island	24.9	22.7	24.4	28.0	24.0
<b>Comprehensive College Average</b>	<b>22.1</b>	<b>23.4</b>	<b>22.5</b>	<b>23.6</b>	<b>23.3</b>
<b>Community</b>					
BMCC	23.7	22.9	21.6	22.7	25.4
Bronx	22.1	20.3	19.7	20.1	22.6
Hostos	18.9	22.5	23.9	22.8	26.3
Kingsborough	34.9	34.5	32.7	34.0	31.3
LaGuardia	24.8	24.7	25.6	26.0	26.8
New Community College	---	---	---	---	---
Queensborough	26.1	25.1	24.0	25.2	25.3
<b>Community College Average</b>	<b>26.0</b>	<b>25.3</b>	<b>24.7</b>	<b>25.5</b>	<b>26.4</b>
<b>University Average</b>	<b>24.6</b>	<b>24.6</b>	<b>23.9</b>	<b>24.8</b>	<b>25.2</b>

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. For students who earn more than one CUNY degree, the highest degree earned within six years is counted.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Six-year Graduation Rate (system rate): Percentage of full-time first-time freshmen in associate programs who graduated from any CUNY college within six years of entry

#### Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
<b>Comprehensive</b>					
John Jay	28.9	30.8	29.6	29.7	34.8
Medgar Evers	20.0	24.9	21.6	18.9	19.3
NYCCT	26.0	29.8	28.6	31.3	30.3
Staten Island	30.5	27.9	31.4	33.9	30.5
<b>Comprehensive College Average</b>	<b>27.5</b>	<b>28.9</b>	<b>29.0</b>	<b>30.2</b>	<b>30.5</b>
<b>Community</b>					
BMCC	26.6	27.5	25.7	27.1	29.1
Bronx	23.7	22.7	22.2	22.1	24.6
Hostos	20.9	24.1	25.5	24.6	28.3
Kingsborough	38.8	38.7	36.3	37.1	34.4
LaGuardia	28.2	27.7	28.2	29.5	30.0
New Community College	---	---	---	---	---
Queensborough	30.7	28.8	28.1	30.6	30.4
<b>Community College Average</b>	<b>29.2</b>	<b>28.9</b>	<b>28.0</b>	<b>29.3</b>	<b>29.8</b>
<b>University Average</b>	<b>28.6</b>	<b>28.9</b>	<b>28.4</b>	<b>29.6</b>	<b>30.1</b>

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six years from any CUNY college. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. For students who earn more than one CUNY degree, the highest degree earned within six years is counted.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Percentage of full-time first-time freshmen in associate programs who transferred outside of CUNY within six years of entry without having earned a degree from the college of entry

#### Associate Programs

	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Comprehensive</b>					
John Jay	12.7	15.8	13.1	11.6	13.8
Medgar Evers	14.6	11.9	14.6	10.2	14.7
NYCCT	12.7	10.9	10.1	8.5	11.2
Staten Island	14.5	12.5	12.0	10.2	11.0
<b>Comprehensive College Average</b>	<b>13.4</b>	<b>12.8</b>	<b>11.9</b>	<b>10.0</b>	<b>12.2</b>
<b>Community</b>					
BMCC	14.2	12.5	13.9	10.7	14.1
Bronx	13.2	13.1	13.4	11.3	14.6
Hostos	11.9	8.7	9.7	11.1	11.6
Kingsborough	10.4	10.6	9.9	7.9	11.0
LaGuardia	10.1	11.1	10.1	8.5	9.9
New Community College	---	---	---	---	---
Queensborough	14.2	14.2	11.8	12.7	14.3
<b>Community College Average</b>	<b>12.5</b>	<b>12.1</b>	<b>11.8</b>	<b>10.3</b>	<b>12.7</b>
<b>University Average</b>	<b>12.8</b>	<b>12.3</b>	<b>11.8</b>	<b>10.2</b>	<b>12.5</b>

Note: Figures are based on a match to data from the National Student Clearinghouse student tracker database.

# University Performance Management Process 2012-13 Year-End Report

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## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number taking a Content Specialty Test (CST)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>					
Brooklyn	402	433	451	407	529
City	330	425	251	321	312
Hunter	451	416	530	641	556
Lehman	434	412	400	354	326
Queens	837	945	829	690	639
York	22	27	23	34	52
<b>Senior College Total</b>	<b>2,476</b>	<b>2,658</b>	<b>2,484</b>	<b>2,447</b>	<b>2,414</b>
<b>Comprehensive</b>					
Medgar Evers	22	28	28	23	16
NYCCT	2	9	5	4	4
Staten Island	240	254	218	283	285
<b>Comprehensive College Total</b>	<b>264</b>	<b>291</b>	<b>251</b>	<b>310</b>	<b>305</b>
<b>University Total</b>	<b>2,740</b>	<b>2,949</b>	<b>2,735</b>	<b>2,757</b>	<b>2,719</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number taking the NCLEX exam

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
<b>Senior</b>					
Hunter	74	102	101	99	122
Lehman	96	65	41	80	59
<b>Senior College Total</b>	<b>170</b>	<b>167</b>	<b>142</b>	<b>179</b>	<b>181</b>
<b>Comprehensive</b>					
Medgar Evers	14	27	35	46	48
NYCCT	107	106	83	94	103
Staten Island	152	124	98	141	145
<b>Comprehensive College Total</b>	<b>273</b>	<b>257</b>	<b>216</b>	<b>281</b>	<b>296</b>
<b>Community</b>					
BMCC	205	173	162	184	178
Bronx	50	59	32	39	50
Hostos	26	37	57	47	50
Kingsborough	119	132	132	155	158
LaGuardia	129	126	134	169	139
New Community College	---	---	---	---	---
Queensborough	142	133	129	132	123
<b>Community College Total</b>	<b>671</b>	<b>660</b>	<b>646</b>	<b>726</b>	<b>698</b>
<b>University Total</b>	<b>1,114</b>	<b>1,084</b>	<b>1,004</b>	<b>1,186</b>	<b>1,175</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number of graduates from programs leading to the RN license

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
<b>Senior</b>					
Hunter	76	102	89	98	96
Lehman	105	67	34	77	89
<b>Senior College Total</b>	<b>181</b>	<b>169</b>	<b>123</b>	<b>175</b>	<b>185</b>
<b>Comprehensive</b>					
Medgar Evers	14	28	34	48	48
NYCCT	108	107	80	95	105
Staten Island	151	127	101	143	146
<b>Comprehensive College Total</b>	<b>273</b>	<b>262</b>	<b>215</b>	<b>286</b>	<b>299</b>
<b>Community</b>					
BMCC	211	175	169	187	176
Bronx	44	55	35	40	53
Hostos	31	39	58	39	54
Kingsborough	120	138	131	159	164
LaGuardia	125	132	143	171	141
New Community College	---	---	---	---	---
Queensborough	139	137	132	136	122
<b>Community College Total</b>	<b>670</b>	<b>676</b>	<b>668</b>	<b>732</b>	<b>710</b>
<b>University Total</b>	<b>1,124</b>	<b>1,107</b>	<b>1,006</b>	<b>1,193</b>	<b>1,194</b>



# University Performance Management Process 2012-13 Year-End Report

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## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number of graduates from baccalaureate-level nursing programs for licensed nurses

	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>	<u>2011-12</u> <u>Graduates</u>
<b>Senior</b>					
Hunter	38	34	60	77	96
Lehman	48	79	104	98	142
York	24	26	34	34	37
<b>Senior College Total</b>	<b>110</b>	<b>139</b>	<b>198</b>	<b>209</b>	<b>275</b>
<b>Comprehensive</b>					
Medgar Evers	33	22	31	43	33
NYCCT	15	15	45	81	75
Staten Island	36	40	37	42	67
<b>Comprehensive College Total</b>	<b>84</b>	<b>77</b>	<b>113</b>	<b>166</b>	<b>175</b>
<b>University Total</b>	<b>194</b>	<b>216</b>	<b>311</b>	<b>375</b>	<b>450</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.2 Job and education rates for graduates will increase.

Six-month job placement rate in career and technical education programs

	<u>2006-07</u> <u>Graduates</u>	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>
<b>Comprehensive</b>					
John Jay	90.2	93.9	69.6	65.8	79.5
Medgar Evers	86.0	86.7	72.3	75.0	72.7
NYCCT	93.2	87.3	78.7	69.5	65.0
Staten Island	84.1	92.8	70.8	68.2	79.2
<b>Comprehensive College Average</b>	<b>89.5</b>	<b>89.3</b>	<b>74.8</b>	<b>69.9</b>	<b>70.5</b>
<b>Community</b>					
BMCC	84.6	82.1	76.3	77.2	70.7
Bronx	89.3	79.1	76.5	74.7	71.0
Hostos	94.7	88.9	75.3	77.3	70.0
Kingsborough	87.2	82.6	71.0	70.7	69.0
LaGuardia	88.9	88.5	75.4	69.6	71.7
New Community College	---	---	---	---	---
Queensborough	88.3	79.9	74.0	66.0	70.0
<b>Community College Average</b>	<b>88.2</b>	<b>83.1</b>	<b>74.9</b>	<b>72.8</b>	<b>70.5</b>
<b>University Average</b>	<b>88.4</b>	<b>84.4</b>	<b>74.9</b>	<b>72.3</b>	<b>70.5</b>

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their employment status six months after graduation. Figures reflect the percentage of respondents who reported being employed, working in an apprenticeship, or being in the military six months after graduation.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: 5.2 Job and education rates for graduates will increase.

Six-month education placement rate in career and technical education programs

	<u>2006-07</u> <u>Graduates</u>	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>
<b>Comprehensive</b>					
John Jay	65.9	65.4	68.4	71.4	75.0
Medgar Evers	63.9	63.3	76.1	61.4	69.9
NYCCT	58.1	51.5	62.3	66.9	78.2
Staten Island	38.5	46.8	38.5*	77.8	82.0
<b>Comprehensive College Average</b>	<b>56.2</b>	<b>53.6</b>	<b>62.5</b>	<b>68.1</b>	<b>76.5</b>
<b>Community</b>					
BMCC	61.0	62.8	66.8	74.4	72.8
Bronx	53.2	51.2	52.4	59.8	63.5
Hostos	51.3	42.2	61.8	65.4	63.5
Kingsborough	55.9	62.8	70.1	69.8	74.3
LaGuardia	62.2	57.0	56.5	63.4	70.1
New Community College	---	---	---	---	---
Queensborough	58.9	60.0	46.3	69.0	70.2
<b>Community College Average</b>	<b>57.8</b>	<b>57.6</b>	<b>58.0</b>	<b>66.9</b>	<b>69.5</b>
<b>University Average</b>	<b>57.5</b>	<b>56.8</b>	<b>58.8</b>	<b>67.1</b>	<b>71.0</b>

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their education status six months after graduation. Figures reflect the percentage of respondents who reported being enrolled for additional education or training six months after graduation, regardless of employment status.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### First-time Freshmen

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	1,512	1,442	1,260	1,311	1,185
Brooklyn	1,358	977	1,157	1,153	1,148
City	1,776	1,773	1,389	1,517	1,397
Hunter	2,042	2,028	1,788	2,177	1,971
John Jay	---	---	---	1,766	1,908
Lehman	1,001	773	641	626	551
Queens	1,675	1,712	1,491	1,444	1,449
York	1,057	1,045	1,103	955	1,111
<b>Senior College Total</b>	<b>10,421</b>	<b>9,750</b>	<b>8,829</b>	<b>10,949</b>	<b>10,720</b>
<b>Comprehensive</b>					
John Jay	2,442	2,872	2,015	---	---
Medgar Evers	1,048	1,378	1,188	1,201	1,045
NYCCT	3,158	3,251	2,930	3,127	2,861
Staten Island	2,515	2,688	2,342	2,458	2,556
<b>Comprehensive College Total</b>	<b>9,163</b>	<b>10,189</b>	<b>8,475</b>	<b>6,786</b>	<b>6,462</b>
<b>Community</b>					
BMCC	4,949	4,301	5,176	6,270	6,056
Bronx	1,568	2,056	1,911	2,083	1,757
Hostos	905	1,178	1,073	1,230	927
Kingsborough	2,386	3,111	2,933	2,702	2,722
LaGuardia	2,613	2,871	3,205	3,175	3,348
New Community College	---	---	---	---	289
Queensborough	2,849	3,705	3,209	3,934	3,335
<b>Community College Total</b>	<b>15,270</b>	<b>17,222</b>	<b>17,507</b>	<b>19,394</b>	<b>18,434</b>
<b>University Total</b>	<b>34,872</b>	<b>37,241</b>	<b>34,829</b>	<b>37,129</b>	<b>35,616</b>

Note: The university total includes 18 first-time freshmen enrolled in the School of Professional Studies in fall 2008, 80 in fall 2009 and 18 in fall 2010.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

#### Transfers

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	1,254	1,260	1,595	2,100	1,451
Brooklyn	1,699	1,759	1,449	1,713	1,679
City	1,212	1,517	970	1,350	1,398
Hunter	1,470	1,540	1,663	1,741	1,906
John Jay	---	---	---	1,371	1,621
Lehman	1,209	1,255	1,169	1,520	1,259
Queens	2,081	2,305	1,896	2,156	2,205
York	697	833	633	988	894
<b>Senior College Total</b>	<b>9,622</b>	<b>10,469</b>	<b>9,375</b>	<b>12,939</b>	<b>12,413</b>
<b>Comprehensive</b>					
John Jay	1,207	1,193	1,167	---	---
Medgar Evers	643	779	389	618	571
NYCCT	1,093	1,045	1,055	1,123	1,245
Staten Island	1,653	1,489	1,537	1,384	1,329
<b>Comprehensive College Total</b>	<b>4,596</b>	<b>4,506</b>	<b>4,148</b>	<b>3,125</b>	<b>3,145</b>
<b>Community</b>					
BMCC	1,956	1,013	621	1,242	889
Bronx	694	975	586	1,181	949
Hostos	492	620	374	600	299
Kingsborough	1,558	2,129	1,563	1,720	1,465
LaGuardia	1,416	1,473	1,062	1,631	1,484
New Community College	---	---	---	---	0
Queensborough	853	1,102	610	1,125	734
<b>Community College Total</b>	<b>6,969</b>	<b>7,312</b>	<b>4,816</b>	<b>7,499</b>	<b>5,820</b>
<b>Graduate</b>					
School of Professional Studies	274	243	330	301	305
<b>University Total</b>	<b>21,461</b>	<b>22,530</b>	<b>18,669</b>	<b>23,864</b>	<b>21,683</b>

# University Performance Management Process 2012-13 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

New Graduates

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	1,159	1,245	1,229	1,214	1,058
Brooklyn	1,174	1,249	1,155	996	1,072
City	885	838	806	757	753
Hunter	1,092	1,406	1,548	1,555	1,608
John Jay	---	---	---	550	496
Lehman	641	613	624	653	601
Queens	1,278	1,437	1,440	1,232	1,072
<b>Senior College Total</b>	<b>6,229</b>	<b>6,788</b>	<b>6,802</b>	<b>6,957</b>	<b>6,660</b>
<b>Comprehensive</b>					
John Jay	573	582	495	---	---
Staten Island	211	302	309	271	272
<b>Comprehensive College Total</b>	<b>784</b>	<b>884</b>	<b>804</b>	<b>271</b>	<b>272</b>
<b>Graduate</b>					
Graduate School	655	698	721	751	704
School of Journalism	64	83	90	90	96
School of Professional Studies	129	210	264	252	265
Law School	130	161	164	174	125
<b>University Total</b>	<b>7,991</b>	<b>8,824</b>	<b>8,845</b>	<b>8,495</b>	<b>8,122</b>

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Mean SAT score of regularly-admitted first-time freshmen enrolled in baccalaureate programs, excluding ESL students

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	1156	1183	1218	1210	1230
Brooklyn	1053	1106	1113	1134	1111
City	1032	1049	1076	1083	1121
Hunter	1106	1138	1155	1151	1172
John Jay	---	---	---	954	956
Lehman	925	989	1017	1011	1030
Queens	1067	1089	1117	1116	1,106
York	867	901	908	903	909
<b>Senior College Average</b>	<b>1055</b>	<b>1087</b>	<b>1103</b>	<b>1086</b>	<b>1090</b>
<b>Comprehensive</b>					
John Jay	944	943	942	---	--
Medgar Evers	875	889	856	849	837*
NYCCT	909	906	928	958	945
Staten Island	1009	1007	1010	1013	1003
<b>Comprehensive College Average</b>	<b>957</b>	<b>959</b>	<b>958</b>	<b>999</b>	<b>990</b>
<b>University Average</b>	<b>1037</b>	<b>1060</b>	<b>1066</b>	<b>1078</b>	<b>1080</b>

Note: Based on recent graduates of domestic high schools. ESL students are identified as students whose first basic skills essay test was flagged as ESL. In fall 2011 freshmen who were admitted and enrolled in Students of Promise (SOP) at Brooklyn and Hunter were excluded. As of fall 2012 SOP students are included in averages for colleges who enroll these students.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Number of transfers from CUNY AA/AS programs

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	373	412	495	616	489
Brooklyn	501	516	470	568	541
City	355	403	343	475	500
Hunter	349	369	391	474	527
John Jay	---	---	---	526	576
Lehman	312	305	317	381	253
Queens	492	615	535	484	629
York	178	210	200	293	250
<b>Senior College Total</b>	<b>2,560</b>	<b>2,830</b>	<b>2,751</b>	<b>3,817</b>	<b>3,765</b>
<b>Comprehensive</b>					
John Jay	337	338	500	---	--
Medgar Evers	56	42	30	36	51
NYCCT	69	62	96	109	144
Staten Island	538	584	643	365	421
<b>Comprehensive College Total</b>	<b>1,000</b>	<b>1,026</b>	<b>1,269</b>	<b>510</b>	<b>616</b>
<b>University Total</b>	<b>3,560</b>	<b>3,856</b>	<b>4,020</b>	<b>4,327</b>	<b>4,381</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).



# University Performance Management Process 2012-13 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Number of transfers from CUNY AAS programs

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	168	183	218	218	148
Brooklyn	201	247	183	243	218
City	72	111	102	84	104
Hunter	97	92	127	95	123
John Jay	---	---	---	79	76
Lehman	142	138	146	218	146
Queens	129	157	116	146	124
York	51	79	58	76	68
<b>Senior College Total</b>	<b>860</b>	<b>1,007</b>	<b>950</b>	<b>1,159</b>	<b>1007</b>
<b>Comprehensive</b>					
John Jay	66	86	75	---	---
Medgar Evers	25	20	10	18	19
NYCCT	100	110	118	134	155
Staten Island	399	252	352	342	246
<b>Comprehensive College Total</b>	<b>590</b>	<b>468</b>	<b>555</b>	<b>494</b>	<b>420</b>
<b>University Total</b>	<b>1,450</b>	<b>1,475</b>	<b>1,505</b>	<b>1,653</b>	<b>1427</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Percentage of AA/AS recipients who transferred to a CUNY baccalaureate program

#### Associate Programs

	<u>2007-08</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2008-09</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2009-10</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2010-11</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2011-12</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
<b>Comprehensive</b>					
John Jay	62.9	58.7	65.9	61.2	61.1
Medgar Evers	54.5	59.1	62.5	59.8	63.2
NYCCT	41.0	47.3	51.8	56.3	47.5
Staten Island	56.4	60.2	66.8	64.3	64.7
<b>Comprehensive College Average</b>	<b>55.7</b>	<b>58.2</b>	<b>63.6</b>	<b>61.0</b>	<b>60.7</b>
<b>Community</b>					
BMCC	47.5	51.2	51.0	47.7	50.5
Bronx	45.9	49.2	50.3	50.1	46.3
Hostos	41.6	46.3	46.3	54.5	52.6
Kingsborough	48.5	45.8	46.4	47.8	53.3
LaGuardia	47.5	50.7	50.1	49.5	49.9
New Community College	---	---	---	---	---
Queensborough	56.5	58.0	57.4	54.9	54.4
<b>Community College Average</b>	<b>48.8</b>	<b>50.5</b>	<b>50.6</b>	<b>49.7</b>	<b>51.2</b>
<b>University Average</b>	<b>50.1</b>	<b>51.8</b>	<b>52.7</b>	<b>51.3</b>	<b>52.3</b>

Note: Transfers are those who enrolled in a baccalaureate program in the fall following graduation. For example, to be counted as a transfer, a 2011-12 graduate must enroll in a baccalaureate program in fall 2012.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Percentage of AAS recipients who transferred to a CUNY baccalaureate program

#### Associate Programs

	<u>2007-08</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2008-09</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2009-10</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2010-11</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2011-12</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
<b>Comprehensive</b>					
Medgar Evers	56.5*	43.8	34.0	13.6	40.0
NYCCT	39.4	44.0	44.5	49.4	51.7
Staten Island	49.0	49.1	54.2	60.6	62.5
<b>Comprehensive College Average</b>	<b>42.6</b>	<b>45.2</b>	<b>45.9</b>	<b>50.0</b>	<b>53.4</b>
<b>Community</b>					
BMCC	25.4	30.5	35.5	30.0	31.7
Bronx	23.8	25.0	24.9	32.2	27.7
Hostos	19.4	26.5	29.8	31.6	33.2
Kingsborough	32.5	35.5	36.8	37.2	39.2
LaGuardia	25.5	28.6	23.8	32.1	22.9
New Community College	---	---	---	---	---
Queensborough	20.6	21.5	23.6	27.1	26.7
<b>Community College Average</b>	<b>26.0</b>	<b>29.4</b>	<b>30.3</b>	<b>32.1</b>	<b>30.6</b>
<b>University Average</b>	<b>30.5</b>	<b>33.4</b>	<b>34.1</b>	<b>36.7</b>	<b>36.5</b>

Note: Transfers are those who enrolled in a baccalaureate program in the fall following graduation. For example, to be counted as a transfer, a 2011-12 graduate must enroll in a baccalaureate program in fall 2012.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Average first term GPA of transfers from AA/AS programs

#### Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
John Jay	2.40	2.55	2.52	2.45	2.52
Medgar Evers	1.97	2.14*	2.35	2.57	2.32
NYCCT	2.43*	2.12*	2.86	2.60	2.74
Staten Island	2.52	2.47	2.54	2.49	2.56
<b>Comprehensive College Average</b>	<b>2.46</b>	<b>2.47</b>	<b>2.54</b>	<b>2.52</b>	<b>2.55</b>
<b>Community</b>					
BMCC	2.61	2.62	2.70	2.62	2.68
Bronx	2.73	2.66	2.72	2.73	2.85
Hostos	2.48	2.55	2.61	2.60	2.45
Kingsborough	2.59	2.64	2.69	2.62	2.63
LaGuardia	2.70	2.72	2.64	2.68	2.74
New Community College	---	---	---	---	---
Queensborough	2.55	2.49	2.59	2.63	2.68
<b>Community College Average</b>	<b>2.61</b>	<b>2.61</b>	<b>2.66</b>	<b>2.64</b>	<b>2.69</b>
<b>University Average</b>	<b>2.58</b>	<b>2.58</b>	<b>2.63</b>	<b>2.62</b>	<b>2.67</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Average first term GPA of transfers from AAS programs

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Comprehensive</b>					
Medgar Evers	2.67*	3.41*	3.02*	3.10*	1.76*
NYCCT	2.49	2.51	2.54	2.70	2.51
Staten Island	2.60	2.62	2.64	2.73	2.81
<b>Comprehensive College Average</b>	<b>2.59</b>	<b>2.61</b>	<b>2.63</b>	<b>2.73</b>	<b>2.71</b>
<b>Community</b>					
BMCC	2.78	2.79	2.69	2.61	2.76
Bronx	2.76	2.79	2.85	2.88	2.76
Hostos	2.81	2.77	2.95	2.69	2.93
Kingsborough	2.56	2.54	2.75	2.63	2.43
LaGuardia	2.74	2.68	2.72	2.77	2.90
New Community College	---	---	---	---	---
Queensborough	2.53	2.57	2.60	2.69	2.73
<b>Community College Average</b>	<b>2.69</b>	<b>2.67</b>	<b>2.74</b>	<b>2.69</b>	<b>2.69</b>
<b>University Average</b>	<b>2.66</b>	<b>2.66</b>	<b>2.71</b>	<b>2.70</b>	<b>2.70</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

One-year (Fall-to-Fall) retention rate of AA/AS transfers to baccalaureate programs

#### Associate Programs

	<u>Fall 2007 Transfers</u>	<u>Fall 2008 Transfers</u>	<u>Fall 2009 Transfers</u>	<u>Fall 2010 Transfers</u>	<u>Fall 2011 Transfers</u>
<b>Comprehensive</b>					
John Jay	82.5	81.7	86.9	81.5	81.1
Medgar Evers	88.9	78.6	58.8*	76.3	79.0
NYCCT	73.3	79.2*	78.9*	89.7	89.1
Staten Island	80.2	76.3	71.5	72.2	75.7
<b>Comprehensive College Average</b>	<b>80.7</b>	<b>78.0</b>	<b>75.2</b>	<b>75.3</b>	<b>78.6</b>
<b>Community</b>					
BMCC	76.8	79.2	78.3	82.7	78.7
Bronx	76.6	81.3	79.4	82.0	75.9
Hostos	71.9	64.8	75.0	78.9	79.2
Kingsborough	73.4	75.7	79.0	80.2	80.4
LaGuardia	80.2	79.7	82.9	79.8	82.6
New Community College	---	---	---	---	---
Queensborough	77.9	79.1	82.8	82.2	84.5
<b>Community College Average</b>	<b>76.8</b>	<b>78.3</b>	<b>80.2</b>	<b>81.4</b>	<b>80.6</b>
<b>University Average</b>	<b>77.6</b>	<b>78.2</b>	<b>79.1</b>	<b>79.9</b>	<b>80.3</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree). Retention rates are the percentage of students who are still enrolled at the baccalaureate receiving college in the subsequent fall term and have not yet earned the degree pursued.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses**

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

One-year (Fall-to-Fall) retention rate of AAS transfers to baccalaureate programs

Associate Programs

	<u>Fall 2007 Transfers</u>	<u>Fall 2008 Transfers</u>	<u>Fall 2009 Transfers</u>	<u>Fall 2010 Transfers</u>	<u>Fall 2011 Transfers</u>
<b>Comprehensive</b>					
Medgar Evers	41.7*	60.0*	50.0*	100.0*	85.7*
NYCCT	72.2	76.9	89.7	73.4	80.6
Staten Island	79.9	81.4	78.2	71.5	77.1
<b>Comprehensive College Average</b>	<b>76.3</b>	<b>80.7</b>	<b>79.8</b>	<b>72.2</b>	<b>77.8</b>
<b>Community</b>					
BMCC	77.4	77.5	79.3	80.4	77.8
Bronx	73.5	72.2	79.3	77.5	76.3
Hostos	64.3	76.5	73.2	73.6	72.8
Kingsborough	72.5	80.3	80.9	85.9	78.6
LaGuardia	77.8	81.3	71.6	84.5	74.6
New Community College	---	---	---	---	---
Queensborough	73.7	76.5	74.3	77.8	75.0
<b>Community College Average</b>	<b>74.5</b>	<b>78.2</b>	<b>77.1</b>	<b>81.3</b>	<b>76.5</b>
<b>University Average</b>	<b>74.9</b>	<b>79.0</b>	<b>77.7</b>	<b>78.8</b>	<b>76.8</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree). Retention rates are the percentage of students who are still enrolled at the baccalaureate receiving college in the subsequent fall term and have not yet earned the degree pursued.

\*Based on fewer than 25 students.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

Total College Now enrollment (high school and college credit courses)

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> <u>(estimated)</u>
<b>Senior</b>					
Baruch	694	903	791	770	698
Brooklyn	759	876	984	952	887
City	852	529	419	404	496
Hunter	902	863	765	708	679
John Jay	---	---	---	839	937
Lehman	1,162	1,233	1,356	1,505	1,500
Queens	1,070	1,073	1,038	1,039	1,018
York	2,000	2,015	1,867	1,751	1,421
<b>Senior College Total</b>	<b>7,439</b>	<b>7,492</b>	<b>7,220</b>	<b>7,968</b>	<b>7,636</b>
<b>Comprehensive</b>					
John Jay	789	953	693	---	---
Medgar Evers	658	598	489	272	302
NYCCT	956	941	957	817	655
Staten Island	465	705	865	940	904
<b>Comprehensive College Total</b>	<b>2,868</b>	<b>3,197</b>	<b>3,004</b>	<b>2,029</b>	<b>1,861</b>
<b>Community</b>					
BMCC	546	723	781	923	599
Bronx	513	747	847	992	1,132
Hostos	1,332	1,370	1,126	1,151	1,218
Kingsborough	9,383	9,453	9,348	9,961	8,455
LaGuardia	2,719	3,139	3,034	3,341	3,770
New Community College	---	---	---	---	NA
Queensborough	2,391	2,419	2,324	2,165	2,263
<b>Community College Total</b>	<b>16,884</b>	<b>17,851</b>	<b>17,460</b>	<b>18,533</b>	<b>17,437</b>
<b>University Total</b>	<b>27,191</b>	<b>28,540</b>	<b>27,684</b>	<b>28,530</b>	<b>26,934</b>

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Last year's figures have been revised to reflect final data. For the current year, enrollments are not final at this time. Final data for the current year will be provided in next year's report.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

#### College Now enrollment in college credit courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> <u>(estimated)</u>
<b>Senior</b>					
Baruch	453	485	392	521	523
Brooklyn	268	272	313	327	344
City	742	469	358	379	496
Hunter	700	689	707	679	679
John Jay	---	---	---	626	764
Lehman	1,098	1,112	1,248	1,456	1,405
Queens	631	604	611	693	690
York	1,785	1,775	1,631	1,623	1,361
<b>Senior College Total</b>	<b>5,677</b>	<b>5,406</b>	<b>5,260</b>	<b>6,304</b>	<b>6,262</b>
<b>Comprehensive</b>					
John Jay	532	652	533	---	---
Medgar Evers	365	457	489	256	272
NYCCT	651	706	722	672	569
Staten Island	427	565	705	717	745
<b>Comprehensive College Total</b>	<b>1,975</b>	<b>2,380</b>	<b>2,449</b>	<b>1,645</b>	<b>1,586</b>
<b>Community</b>					
BMCC	508	529	615	761	479
Bronx	309	370	587	553	616
Hostos	1,074	858	844	924	1,008
Kingsborough	9,232	7,906	7,972	8,462	6,957
LaGuardia	2,419	2,063	2,144	2,661	3,040
New Community College	---	---	---	---	NA
Queensborough	1,883	1,602	1,444	1,422	1,549
<b>Community College Total</b>	<b>15,425</b>	<b>13,328</b>	<b>13,606</b>	<b>14,783</b>	<b>13,649</b>
<b>University Total</b>	<b>23,077</b>	<b>21,114</b>	<b>21,315</b>	<b>22,732</b>	<b>21,497</b>

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Last year's figures have been revised to reflect final data. For the current year, enrollments are not final at this time. Final data for the current year will be provided in next year's report.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

Percentage of College Now participants who earn an A, B, or C in College Now high school and college credit courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>Summer &amp; Fall 2012</u>
<b>Senior</b>					
Baruch	94	95	95	92	91
Brooklyn	81	82	84	87	84
City	87	77	74	87	83
Hunter	92	87	90	90	91
John Jay	---	---	---	94	93
Lehman	95	94	94	94	95
Queens	83	87	90	92	96
York	90	88	88	87	84
<b>Senior College Average</b>	<b>89</b>	<b>88</b>	<b>89</b>	<b>90</b>	<b>90</b>
<b>Comprehensive</b>					
John Jay	83	91	94	---	---
Medgar Evers	89	78	85	81	82
NYCCT	66	70	80	80	87
Staten Island	88	93	94	94	97
<b>Comprehensive College Average</b>	<b>79</b>	<b>83</b>	<b>88</b>	<b>87</b>	<b>93</b>
<b>Community</b>					
BMCC	76	82	86	79	92
Bronx	88	80	83	82	83
Hostos	88	82	85	82	85
Kingsborough	93	94	93	93	94
LaGuardia	83	83	85	86	84
New Community College	---	---	---	---	NA
Queensborough	90	95	93	94	99
<b>Community College Average</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>91</b>
<b>University Average</b>	<b>88</b>	<b>89</b>	<b>90</b>	<b>90</b>	<b>91</b>

Note: College Now success rates are based on data in the registration database maintained by the Office of Academic Affairs. Students who withdrew from a College Now college credit course are excluded from the computation of this indicator. Last year's figures have been revised to reflect final data. For the current year, spring performance data are not yet available so current year success rates are based on summer and fall only. Final data for the current year will be provided in next year's report.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

Percentage of College Now participants with previous enrollment in College Now high school and college credit courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> <u>(estimated)</u>
<b>Senior</b>					
Baruch	19	27	40	40	31
Brooklyn	27	37	40	38	31
City	38	31	23	21	19
Hunter	25	27	26	30	26
John Jay	---	---	---	27	20
Lehman	42	37	42	40	34
Queens	30	25	25	30	29
York	47	44	41	41	28
<b>Senior College Average</b>	<b>35</b>	<b>34</b>	<b>36</b>	<b>35</b>	<b>28</b>
<b>Comprehensive</b>					
John Jay	21	21	30	---	---
Medgar Evers	23	40	30	26	21
NYCCT	28	31	27	28	30
Staten Island	36	27	26	27	33
<b>Comprehensive College Average</b>	<b>26</b>	<b>29</b>	<b>28</b>	<b>27</b>	<b>31</b>
<b>Community</b>					
BMCC	24	21	21	22	18
Bronx	34	35	37	38	23
Hostos	41	31	35	26	30
Kingsborough	34	37	35	37	50
LaGuardia	37	34	36	31	24
New Community College	---	---	---	---	NA
Queensborough	35	34	33	32	15
<b>Community College Average</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>34</b>	<b>32</b>
<b>University Average</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>33</b>	<b>31</b>

Note: College Now re-enrollment is based on data in the registration database maintained by the Office of Academic Affairs. The rate reflects students enrolled in the academic year who enrolled in College Now in any prior semester over the previous two years and including the current year. Last year's reenrollment rates have been revised to reflect final data. For the current year, enrollments are not yet final so current data are based on summer and fall only. Final data for the current year will be provided in next year's report.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Alumni-corporate fundraising will increase 10%.

#### Total Voluntary Support (annual amounts)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<b>Senior</b>					
Baruch	\$13,354,232	\$11,809,778	\$12,880,451	\$20,000,000	
Brooklyn	\$7,095,776	\$14,278,026	\$26,003,508	\$11,314,204	
City	\$64,471,766	\$29,701,234	\$37,108,502	\$43,641,310	
Hunter	\$46,773,295	\$16,367,149	\$22,666,381	\$28,000,000	
John Jay	---	---	\$4,913,961	\$11,000,000	
Lehman	\$4,132,238	\$4,488,716	\$4,689,417	\$5,391,542	
Queens	\$16,834,958	\$16,705,721	\$24,494,165	\$20,000,000	
York	\$887,222	\$498,329	\$1,119,588	\$1,162,619	
<b>Senior College Total</b>	<b>\$153,549,487</b>	<b>\$93,848,953</b>	<b>\$133,875,973</b>	<b>\$140,509,675</b>	
<b>Comprehensive</b>					
John Jay	\$4,597,398	\$8,583,287	---	---	
Medgar Evers	\$3,887,678	\$520,338	\$230,024	\$500,000	
NYCCT	\$982,879	\$1,035,285	\$1,112,370	\$825,351	
Staten Island	\$1,412,030	\$2,579,820	\$3,485,255	\$3,200,000	
<b>Comprehensive College Total</b>	<b>\$10,879,985</b>	<b>\$12,718,730</b>	<b>\$4,827,649</b>	<b>\$4,525,351</b>	
<b>Community</b>					
BMCC	\$2,264,478	\$2,296,934	\$2,361,252	\$2,200,000	
Bronx	\$1,860,384	\$1,612,546	\$1,651,416	\$1,978,371	
Hostos	\$853,450	\$855,811	\$1,011,651	\$1,130,000	
Kingsborough	\$1,626,737	\$1,745,379	\$3,829,656	\$1,700,000	
LaGuardia	\$982,772	\$2,291,248	\$1,496,549	\$1,855,000	
New Community College					
Queensborough	\$2,862,322	\$2,969,627	\$3,319,024	\$2,805,247	
<b>Community College Total</b>	<b>\$10,450,143</b>	<b>\$11,771,545</b>	<b>\$14,230,075</b>	<b>\$13,268,618</b>	
<b>Graduate</b>					
Graduate School	\$5,383,347	\$9,966,729	\$4,497,657	\$2,800,000	
School of Journalism	\$1,974,297	\$1,679,181	\$7,453,546	\$1,500,352	
Law School	\$1,088,221	\$1,231,778	\$1,356,019	\$1,776,197	
<b>University Total</b>	<b>\$184,030,336</b>	<b>\$132,111,346</b>	<b>\$169,009,896</b>	<b>\$165,654,193</b>	

Note: This indicator reflects a sum of Cash In, New Pledges and Testamentary Gifts. Figures for the prior year have been updated from last year's PMP report to reflect final values. The University Total includes contributions (\$17 thousand in FY2011 and \$74 thousand in FY2012) for the School of Professional Studies, and for the Macaulay Honors College; \$1 million for FY2008, \$705 thousand for FY2009, \$894 thousand for FY2010, \$2.8 million for FY2011, and \$1.2 million for FY2012. The Community College Total and the University Total also include contributions for the New Community College (\$561 thousand for FY2011 and \$1.6 million for FY2012).

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.4 Colleges will improve or maintain sound financial management and controls.

#### General Administration

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>Senior</b>					
Baruch	\$7,677,759	\$7,243,226	\$7,524,534	\$6,876,131	\$6,571,939
Brooklyn	\$7,055,560	\$7,281,612	\$7,282,097	\$6,206,902	\$6,017,669
City	\$6,976,236	\$7,495,839	\$7,862,564	\$8,379,868	\$8,330,174
Hunter	\$9,169,877	\$9,431,240	\$9,472,225	\$8,565,236	\$9,810,078
John Jay	---	---	---	\$6,540,557	\$6,268,883
Lehman	\$4,170,532	\$3,868,044	\$4,335,890	\$4,562,261	\$4,394,295
Queens	\$7,242,914	\$6,474,324	\$8,086,647	\$7,217,915	\$6,599,026
York	\$5,147,699	\$4,349,905	\$4,995,713	\$4,145,131	\$4,336,795
<b>Senior College Total</b>	<b>\$47,440,578</b>	<b>\$46,144,190</b>	<b>\$49,559,670</b>	<b>\$52,494,000</b>	<b>\$52,328,860</b>
<b>Comprehensive</b>					
John Jay	\$6,533,244	\$6,411,860	\$6,860,722	---	---
Medgar Evers	\$6,675,574	\$5,629,224	\$5,305,255	\$5,403,414	\$5,297,252
NYCCT	\$4,959,967	\$5,190,483	\$5,615,103	\$5,190,125	\$5,269,375
Staten Island	\$4,969,216	\$5,228,326	\$5,709,361	\$5,434,496	\$5,556,569
<b>Comprehensive College Total</b>	<b>\$23,138,000</b>	<b>\$22,459,893</b>	<b>\$23,490,441</b>	<b>\$16,028,035</b>	<b>\$16,123,196</b>
<b>Community</b>					
BMCC	\$13,785,038	\$15,631,736	\$5,494,607	\$5,477,813	\$5,546,836
Bronx	\$5,588,380	\$5,686,690	\$5,826,634	\$6,458,164	\$6,050,507
Hostos	\$3,974,827	\$4,195,948	\$4,862,246	\$4,262,750	\$4,204,145
Kingsborough	\$4,974,770	\$4,971,085	\$5,901,487	\$5,840,627	\$6,832,384
LaGuardia	\$5,665,386	\$6,444,486	\$7,088,432	\$6,886,105	\$7,019,841
New Community College	---	---	---	---	---
Queensborough	\$3,917,933	\$4,154,289	\$4,097,631	\$4,177,241	\$4,205,155
<b>Community College Total</b>	<b>\$37,906,334</b>	<b>\$41,084,234</b>	<b>\$33,271,037</b>	<b>\$33,102,699</b>	<b>\$33,858,866</b>
<b>Graduate</b>					
Graduate School	\$3,354,976	\$4,767,649	\$3,665,178	\$3,672,997	\$3,708,817
School of Journalism	NA	NA	\$942,967	\$965,164	\$1,028,597
School of Professional Studies	NA	NA	\$154,349	\$167,216	\$253,489
Law School	NA	NA	\$1,846,104	\$1,625,761	\$2,116,406
<b>University Total</b>	<b>\$111,839,888</b>	<b>\$114,455,967</b>	<b>\$112,929,746</b>	<b>\$108,055,871</b>	<b>\$109,418,231</b>

Note: Data for FY 2013 will be available in next year's report. Dollar amounts reflect expenditures for president and provost offices, legal services, fiscal operations, campus development and grants offices. Data for the School of Journalism, Professional Studies, and the Law School are not available for 2008 or 2009.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: 8.6 Contract/grant awards will increase.

Percentage of Total Award Dollars that are for Research

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
<b>Senior</b>					
Baruch	33.1	42.4	29.2	23.9	
Brooklyn	34.2	55.9	51.9	67.9	
City	79.4	83.4	81.5	77.2	
Hunter	51.2	61.5	59.7	52.4	
John Jay	---	---	---	40.0	
Lehman	11.6	14.7	20.1	23.0	
Queens	50.6	67.6	57.0	66.6	
York	16.8	24.0	28.5	15.2	
<b>Senior College Total</b>	<b>52.3</b>	<b>61.4</b>	<b>60.4</b>	<b>58.1</b>	
<b>Comprehensive</b>					
John Jay	31.2	33.7	37.8	---	
Medgar Evers	5.1	15.9	12.3	12.9	
NYCCT	2.5	1.6	0.0	5.6	
Staten Island	27.3	34.6	31.6	42.4	
<b>Comprehensive College Total</b>	<b>20.1</b>	<b>24.8</b>	<b>23.5</b>	<b>20.0</b>	
<b>Community</b>					
BMCC	0.8	2.6	0.9	9.4	
Bronx	0.1	0.1	1.7	0.1	
Hostos	0.2	3.6	1.9	2.3	
Kingsborough	8.9	11.6	9.0	1.7	
LaGuardia	7.2	6.3	5.4	5.8	
New Community College	---	---	---	0.0	
Queensborough	9.5	20.0	8.1	3.6	
<b>Community College Total</b>	<b>4.9</b>	<b>6.0</b>	<b>4.3</b>	<b>3.5</b>	
<b>Graduate</b>					
Graduate School	46.7	46.6	37.6	40.4	
School of Journalism	3.8	0.0	0.0	0.0	
Law School	0.0	0.0	0.0	0.0	
<b>University Total</b>	<b>39.2</b>	<b>42.9</b>	<b>42.5</b>	<b>42.1</b>	

Note: This indicator is calculated as research dollars divided by total awards for a given fiscal year. FY 2012 figures (available in the Final Year End PMP Report) have been revised from last year's PMP report to reflect final data and FY2013 figures are preliminary.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

#### *New Indicator*

Percentage of FTEs offered on Fridays

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	3.6	3.9	4.2	5.2	4.7
Brooklyn	4.8	4.3	4.2	3.8	3.4
City	7.9	7.7	8.5	7.8	8.5
Hunter	12.2	11.5	11.6	11.7	11.6
John Jay	---	---	---	9.4	8.4
Lehman	3.1	3.8	3.4	3.6	3.7
Queens	8.5	7.5	6.8	5.8	5.8
York	8.8	9.3	10.4	9.3	9.3
<b>Senior College Average</b>	<b>7.2</b>	<b>7.0</b>	<b>7.1</b>	<b>7.2</b>	<b>7.1</b>
<b>Comprehensive</b>					
John Jay	6.6	8.9	9.4	---	---
Medgar Evers	9.1	11.0	13.8	12.6	12.2
NYCCT	9.8	9.5	9.0	8.8	9.2
Staten Island	10.8	11.2	11.4	11.1	8.8
<b>Comprehensive College Average</b>	<b>9.0</b>	<b>10.0</b>	<b>10.4</b>	<b>10.4</b>	<b>9.6</b>
<b>Community</b>					
BMCC	14.0	13.9	13.1	17.8	14.3
Bronx	5.2	5.7	6.6	6.5	6.3
Hostos	8.2	7.8	7.9	7.5	6.9
Kingsborough	4.3	4.5	4.9	4.9	4.6
LaGuardia	8.2	7.8	7.8	7.6	7.4
New Community College	---	---	---	---	11.5
Queensborough	8.2	9.2	8.9	9.9	9.8
<b>Community College Average</b>	<b>8.6</b>	<b>8.6</b>	<b>8.5</b>	<b>9.8</b>	<b>8.9</b>
<b>University Average</b>	<b>8.1</b>	<b>8.2</b>	<b>8.3</b>	<b>8.6</b>	<b>8.1</b>

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday.

# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

#### *New Indicator*

Percentage of FTEs offered on evenings

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	42.8	40.3	40.1	39.4	39.2
Brooklyn	33.2	32.5	32.4	30.6	29.4
City	31.3	32.2	30.8	30.1	29.2
Hunter	40.3	39.0	39.3	38.4	38.1
John Jay	---	---	---	32.5	30.6
Lehman	41.2	40.4	41.9	43.1	44.4
Queens	33.0	32.8	33.1	31.6	31.6
York	33.3	33.8	32.9	31.2	30.1
<b>Senior College Average</b>	<b>36.7</b>	<b>35.9</b>	<b>35.9</b>	<b>34.6</b>	<b>34.1</b>
<b>Comprehensive</b>					
John Jay	27.0	27.6	27.1	---	---
Medgar Evers	32.9	31.2	29.5	28.4	28.5
NYCCT	29.4	28.7	28.3	28.2	28.0
Staten Island	35.7	35.4	34.6	35.4	38.1
<b>Comprehensive College Average</b>	<b>30.8</b>	<b>30.5</b>	<b>29.9</b>	<b>31.1</b>	<b>32.1</b>
<b>Community</b>					
BMCC	17.0	17.2	17.5	17.4	16.9
Bronx	29.1	28.5	28.5	28.1	29.0
Hostos	20.2	20.2	19.7	21.1	20.0
Kingsborough	16.7	17.4	17.7	17.7	17.5
LaGuardia	24.5	24.8	24.9	24.4	23.7
New Community College	---	---	---	---	5.9
Queensborough	21.9	23.3	21.9	22.4	21.1
<b>Community College Average</b>	<b>20.8</b>	<b>21.3</b>	<b>21.2</b>	<b>21.2</b>	<b>20.6</b>
<b>University Average</b>	<b>30.0</b>	<b>29.6</b>	<b>29.3</b>	<b>29.1</b>	<b>28.8</b>

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday.



# University Performance Management Process 2012-13 Year-End Report

## Goal: Enhance Financial and Management Effectiveness

### Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

#### *New Indicator*

Percentage of FTEs offered on weekends

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
<b>Senior</b>					
Baruch	2.9	3.3	4.3	4.9	4.9
Brooklyn	4.6	4.2	3.6	3.9	3.5
City	3.0	2.5	2.5	2.3	2.4
Hunter	3.0	3.9	3.2	3.4	3.5
John Jay	---	---	---	4.3	3.8
Lehman	5.4	5.6	4.9	3.8	3.3
Queens	4.2	4.4	5.0	5.2	5.5
York	8.0	7.5	7.3	7.8	7.9
<b>Senior College Average</b>	<b>4.0</b>	<b>4.2</b>	<b>4.1</b>	<b>4.2</b>	<b>4.2</b>
<b>Comprehensive</b>					
John Jay	3.7	3.8	4.1	---	---
Medgar Evers	8.7	8.8	8.5	8.2	7.8
NYCCT	5.3	5.8	5.7	5.6	5.5
Staten Island	6.9	7.1	6.7	7.1	7.0
<b>Comprehensive College Average</b>	<b>5.6</b>	<b>6.0</b>	<b>5.9</b>	<b>6.7</b>	<b>6.5</b>
<b>Community</b>					
BMCC	7.4	6.1	6.3	7.4	7.2
Bronx	6.0	7.3	7.2	7.3	7.0
Hostos	4.8	4.9	5.4	5.1	5.6
Kingsborough	3.3	4.0	4.6	4.4	4.6
LaGuardia	3.6	4.0	4.1	3.8	3.7
New Community College	---	---	---	---	0.0
Queensborough	4.0	4.4	4.4	4.5	4.3
<b>Community College Average</b>	<b>5.0</b>	<b>5.0</b>	<b>5.2</b>	<b>5.4</b>	<b>5.3</b>
<b>University Average</b>	<b>4.7</b>	<b>4.8</b>	<b>4.9</b>	<b>5.0</b>	<b>4.9</b>

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday.