



Performance Management Report

2013-14 Year-End University Report Final

Office of Institutional Research and Assessment
July 16, 2014

**CUNY Performance Management Process
University Year-End Report - Final
2013-14**

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1 Raise Academic Quality

1 Strengthen 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 report Middle States accreditation activity and status for the current year, including any public statements by Middle States

Colleges will report on program accreditation activity for the current year, including any change in status

Colleges will submit updated professional accreditation information

1.2 Colleges will improve the use of program reviews to shape academic decisions.

Colleges will provide evidence that program planning aligns with college strategic plan and mission

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Baccalaureate

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PART A. MAIN INDICATORS

University Performance Management Process 2013-14 Year-End Report

Goal: Raise Academic Quality

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

University Target: 1.3 Colleges will use technology to enrich courses and improve teaching.

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

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	0.1	1.3	2.9	2.9	2.8
Brooklyn	11.5	13.3	15.4	8.4	9.2
City	0.0	0.4	1.0	1.3	1.4
Hunter	4.6	5.0	6.5	6.7	8.1
John Jay	---	---	5.0	5.5	5.8
Lehman	8.0	10.9	13.6	15.4	17.4
Queens	1.5	4.4	1.8	2.8	3.0
York	1.1	2.1	3.0	4.5	4.4
Senior College Average	3.8	5.3	5.9	5.5	6.2
Comprehensive					
John Jay	3.3	4.2	---	---	---
Medgar Evers	2.3	2.6	2.5	3.0	3.7
NYCCT	5.0	4.0	5.0	5.8	5.1
Staten Island	1.3	1.7	2.5	2.8	3.5
Comprehensive College Average	3.1	3.2	3.5	4.1	4.3
Community					
BMCC	0.9	1.2	1.7	1.8	2.6
Bronx	2.0	2.2	2.0	1.9	1.8
Guttman	---	---	---	5.2	2.9
Hostos	2.5	2.3	2.9	4.9	4.4
Kingsborough	13.7	14.3	18.3	3.2	3.5
LaGuardia	0.4	0.9	1.2	2.7	4.9
Queensborough	0.8	1.3	2.4	3.0	3.1
Community College Average	3.7	4.1	5.2	2.7	3.3
University Average	3.6	4.4	5.3	4.3	4.9

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.

University Performance Management Process 2013-14 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 Colleges will build research capacity and increase research productivity, including pedagogical research.

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

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Senior					
Baruch	0.7	0.8	0.7	0.8	0.9
Brooklyn	1.0	0.9	1.0	1.0	1.0
City	1.2	1.3	1.8	2.2	2.0
Hunter	1.3	1.5	1.5	1.6	1.7
John Jay	---	---	0.5	1.3	1.2
Lehman	0.0	0.8	1.1	1.5	1.2
Queens	1.8	1.4	2.3	2.2	2.1
York	0.5	0.7	0.6	1.3	0.9
Senior College Average	1.0	1.1	1.3	1.5	1.4
Comprehensive					
John Jay	0.4	0.5	---	---	---
Medgar Evers	0.1	0.0	0.1	0.3	0.4
NYCCT	0.5	0.5	0.6	0.7	0.8
Staten Island	0.9	0.5	1.1	1.2	1.2
Comprehensive College Average	0.5	0.4	0.7	0.8	0.8
Community					
BMCC	0.2	0.1	0.1	0.5	0.4
Bronx	0.2	0.2	0.1	0.3	0.4
Guttman	---	---	---	0.0	0.9
Hostos	0.3	0.3	0.9	0.8	0.8
Kingsborough	0.4	0.3	0.6	0.5	0.6
LaGuardia	0.2	0.2	0.4	0.4	0.3
Queensborough	0.4	0.3	0.5	0.6	0.6
Community College Average	0.3	0.2	0.4	0.5	0.5
Graduate					
Graduate School	1.3	0.8	1.4	1.5	2.0
School of Journalism	0.1	0.4	0.4	0.1	0.7
School of Professional Studies	0.0	0.0	0.0	1.3	0.7
Law School	0.0	0.1	0.1	0.1	0.1
University Average	0.7	0.8	1.0	1.1	1.1

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. The Graduate School's scholarship average, as reported in the PMP data book, reflects scholarship of just the Central Line faculty, and not also consortial faculty who are based on other CUNY campuses.

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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.

Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty (annual)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	50.6	49.4	49.0	47.3
Brooklyn	47.5	42.7	43.1	47.7
City	47.0	49.4	48.7	44.1
Hunter	41.0	35.9	32.8	31.4
John Jay	---	---	33.9	35.8
Lehman	44.5	44.1	48.1	49.5
Queens	46.7	43.1	41.0	41.3
York	51.3	55.6	49.7	45.3
Senior College Average	46.4	44.6	42.3	41.8
Comprehensive				
John Jay	41.6	37.1	---	---
Medgar Evers	48.5	44.6	41.9	42.5
NYCCT	49.8	46.6	45.9	44.4
Staten Island	35.7	33.4	36.5	34.8
Comprehensive College Average	43.3	40.0	41.5	40.3
Community				
BMCC	46.2	44.3	45.9	48.8
Bronx	57.6	57.0	54.7	57.5
Guttman	---	---	---	65.4
Hostos	61.5	56.1	53.8	55.4
Kingsborough	52.6	54.6	54.8	57.1
LaGuardia	40.4	41.0	39.4	39.6
Queensborough	51.9	52.2	49.8	59.7
Community College Average	49.8	49.5	48.6	50.8
University Average	47.1	45.6	44.8	45.8

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 April 28, 2014.

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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.

Mean annual teaching hours of veteran full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	14.8	15.1	15.4	14.6
Brooklyn	15.8	15.4	15.9	16.0
City	16.5	16.1	14.1	13.3
Hunter	13.6	13.9	13.7	13.7
John Jay	---	---	15.0	14.9
Lehman	15.9	16.2	15.9	17.9
Queens	15.7	15.1	15.1	16.0
York	17.2	16.6	16.5	15.4
Senior College Average	15.3	15.2	15.0	15.0
Comprehensive				
John Jay	16.3	16.5	---	---
Medgar Evers	15.2	15.8	15.2	15.9
NYCCT	19.7	20.1	19.1	20.9
Staten Island	15.9	14.9	16.8	16.3
Comprehensive College Average	17.1	16.8	17.4	17.9
Community				
BMCC	23.2	22.8	24.0	22.9
Bronx	21.7	20.9	21.7	20.7
Guttman	---	---	---	---
Hostos	22.2	21.2	21.6	21.7
Kingsborough	21.3	20.8	22.5	22.7
LaGuardia	19.6	19.6	18.8	19.2
Queensborough	22.6	23.1	22.9	22.9
Community College Average	21.9	21.6	22.2	21.8
Graduate				
Graduate School	11.4	10.1	11.0	10.9
School of Journalism	5.3*	9.0*	9.0*	13.5*
School of Professional Studies	---	6.0*	10.0*	9.0*
Law School	10.0*	10.7*	11.5*	22.2*
University Average	17.1	16.8	16.7	16.8

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 fulltime 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. 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. Chairs are included. City College excludes Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

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Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Percentage of SEEK students earning a C or better in freshman composition and/or gateway mathematics

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	79.5	80.5	80.4	73.5	81.9
Brooklyn	69.8	74.1	74.8	80.4	84.1
City	64.9	79.7	81.3	79.0	76.3
Hunter	67.5	80.6	79.8	73.8	82.0
John Jay	---	----	57.4	65.0	70.9
Lehman	71.1	73.4	81.6	80.8	84.8
Queens	86.4	85.2	84.2	83.3	89.5
York	66.0	63.8	71.8	67.1	74.6
Senior College Average	72.4	76.2	73.6	73.6	79.1
Comprehensive					
John Jay	59.1	64.5	---	---	---
Medgar Evers	60.7	51.6	65.4	70.6	61.4
NYCCT	70.3	53.6	73.1	59.5	64.2
Staten Island	68.4	54.8	55.6	69.2	69.2
Comprehensive College Average	61.7	61.4	64.4	65.6	65.0
University Average					
	69.1	71.3	72.8	72.8	77.7

Note: The pass rate is based on baccalaureate degree-seeking SEEK students completing either freshman composition and/or completing a credit-bearing math course through pre-calculus in the fall of a given term. Students who took both courses and passed at least one are counted once. Passing grades are A+, A, A-, B+, B, B-, C+, C, P, CR, S.

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Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Percentage of ESL students earning a C or better in freshman composition

Baccalaureate Programs

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	96.5	92.2	97.0	96.1	97.8
Brooklyn	68.3	66.4	53.9	86.7	90.5
City	98.1	97.6	84.8	82.9	92.0
Hunter	86.6	92.3	93.6	96.2	93.8
John Jay	---	---	86.2	81.3	90.2
Lehman	84.3	78.9	89.0	94.9	87.5
Queens	80.0	92.6	88.5	88.7	91.8
York	63.6	76.8	73.6	77.8	82.1
Senior College Average	79.5	82.3	82.1	86.5	89.6
Comprehensive					
John Jay	85.0	81.6	---	---	---
Medgar Evers	64.0	60.0	83.3*	90.5*	66.7*
NYCCT	87.5	92.3	86.8	88.9	82.1
Staten Island	93.7	97.1	92.9	94.5	96.6
Comprehensive College Average	87.5	86.6	90.5	92.4	88.2
University Average	82.2	83.9	84.0	87.8	89.2

Note: This indicator includes baccalaureate degree-seeking ESL students (those whose first basic skills essay was flagged as ESL). Based on students completing freshman composition in the fall of a given term. Passing grades are A+, A, A-, B+, B, B-, C+, C, P, CR, S. Non-passing grades are: C-, D+, D, D-, F, FINC, FAB, FPN, WF, NC, R, U. Excluded grades are: INC, PEN, AUD, ABS, W, WA, WD, WU, Y, L, NG, Z, WN, and missing grades.

*Based on fewer than 25 students.

University Performance Management Process

2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Pass rate in reading on exit from remediation

Associate Programs

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	53.9	42.9*	25.0*	---	---
Medgar Evers	39.6	36.0	35.3	39.1	50.0
NYCCT	63.3	64.0	50.8	59.1	56.5
Staten Island	53.6	48.5	47.1	58.6	47.9
Comprehensive College Average	53.4	49.7	44.1	52.2	51.9
Community					
BMCC	45.1	46.5	44.7	48.3	45.6
Bronx	54.6	54.8	47.4	40.8	38.5
Guttman	---	---	---	---	---
Hostos	35.4	31.3	33.6	30.9	31.7
Kingsborough	54.1	50.9	44.7	42.3	41.8
LaGuardia	35.3	34.6	36.3	38.4	41.8
Queensborough	52.3	48.7	42.4	42.6	45.6
Community College Average	45.1	43.6	41.7	41.7	41.8
University Average	46.4	44.4	41.9	42.6	42.7

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 fall 2009 through fall 2012 were recalculated to reflect coding changes that ensure consistency of the last-in-sequence course identifiers in the show and performance data. Only associate degree-seeking students are included in the calculation.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Pass rate in writing on exit from remediation

Associate Programs

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	52.8	39.8	33.3*	0.0*	---
Medgar Evers	36.8	29.0	37.5	39.1	47.1
NYCCT	35.4	43.4	36.9	48.9	51.2
Staten Island	45.9	53.4	39.9	52.4	52.8
Comprehensive College Average	41.3	41.6	37.8	46.9	50.6
Community					
BMCC	44.3	38.6	33.1	61.5	54.9
Bronx	56.5	53.6	57.2	58.8	54.8
Guttman	---	---	---	---	---
Hostos	35.6	33.5	34.4	35.0	32.2
Kingsborough	32.1	38.8	41.4	46.1	49.8
LaGuardia	37.5	45.9	44.2	40.7	44.1
Queensborough	41.3	47.6	40.0	40.8	41.7
Community College Average	40.9	42.5	39.8	50.2	47.8
University Average	41.0	42.3	39.5	49.8	48.1

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 fall 2009 through fall 2012 were recalculated to reflect coding changes that ensure consistency of the last-in-sequence course identifiers in the show and performance data. Only associate degree-seeking students are included in the calculation.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Pass rate in math on exit from remediation

Associate Programs

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	49.8	46.6	40.0	40.0*	---
Medgar Evers	23.2	24.9	30.7	28.4	28.9
NYCCT	30.3	28.1	37.0	33.9	20.2
Staten Island	31.7	32.9	46.5	38.2	48.4
Comprehensive College Average	32.1	30.2	37.7	34.4	32.6
Community					
BMCC	31.9	32.3	46.6	33.3	39.4
Bronx	29.7	20.7	38.3	39.9	42.3
Guttman	---	---	---	---	---
Hostos	30.8	31.3	49.9	33.5	41.0
Kingsborough	25.6	32.8	39.8	50.7	54.4
LaGuardia	29.9	30.9	37.8	42.0	42.4
Queensborough	24.7	25.8	42.0	36.7	41.5
Community College Average	29.0	29.4	42.6	38.8	42.8
University Average	29.7	29.6	41.7	38.0	40.5

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. In fall 2013, pass rates reflect the number of students who passed a last-in-sequence math course (grade C or better) divided by the number of students who took a last-in-sequence math course in the fall term. Pass rates for fall 2009 through fall 2012 were recalculated to reflect coding changes that ensure consistency of the last-in-sequence course identifiers in the show and performance data. Only associate degree-seeking students are included in the calculation.

*Based on fewer than 25 students.

University Performance Management Process

2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	74.9	78.5	76.5	87.5*	100.0*
Medgar Evers	66.6	69.3	73.7	66.8	48.3
NYCCT	90.6	91.4	88.9	76.1	60.1
Staten Island	88.9	85.4	86.5	73.2	64.6
Comprehensive College Average	82.8	83.8	83.7	73.5	59.5
Community					
BMCC	60.9	61.5	59.2	60.6	59.0
Bronx	45.5	45.8	46.6	44.7	45.8
Guttman	---	---	---	---	88.5
Hostos	64.6	58.5	58.4	56.0	52.0
Kingsborough	52.3	46.1	43.8	44.2	42.2
LaGuardia	63.7	62.3	63.7	60.4	61.5
Queensborough	64.4	67.0	63.8	58.0	53.7
Community College Average	58.3	56.7	55.7	54.3	53.1
University Average	64.2	62.7	61.2	58.0	54.2

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 data 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). The rates for fall 2009 through fall 2012 were recalculated to reflect coding changes that ensure consistency of the last-in-sequence course identifiers in the show and performance data. 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 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

USIP participation rate of entering freshmen and transfers with initial remedial need

	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior				
Baruch	39.4	25.9	28.3	22.3
Brooklyn	28.7	26.8	24.2	1.2
City	9.7	22.4	23.8	16.4
Hunter	6.8	4.4	7.2	1.4
John Jay	---	54.8	50.8	39.4
Lehman	44.1	47.0	25.2	22.9
Queens	12.2	26.0	18.2	15.1
York	41.2	59.6	42.9	43.1
Senior College Average	30.0	41.7	35.3	27.3
Comprehensive				
John Jay	33.3	---	---	---
Medgar Evers	21.3	29.5	26.6	29.7
NYCCT	35.6	43.3	45.7	35.7
Staten Island	45.0	52.3	57.7	65.2
Comprehensive College Average	35.9	43.3	46.5	44.7
Community				
BMCC	11.9	15.4	16.0	8.7
Bronx	16.5	8.2	13.2	13.0
Guttman	---	---	0.0	0.0
Hostos	12.8	14.7	10.8	9.0
Kingsborough	14.7	17.3	9.4	18.9
LaGuardia	18.7	14.0	20.3	17.2
Queensborough	18.1	14.7	20.1	17.8
Community College Average	15.3	14.3	15.5	13.9
University Average	21.8	23.5	24.1	21.6

Note: Percentage based on the number of first-time freshmen and entering transfers with initial remedial need who enrolled in the fall and who participated in USIP the preceding summer.

University Performance Management Process 2013-14 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 student academic performance, particularly in the first 60 credits of study.

Percentage of students passing freshman composition with C or better

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	95.9	94.2	94.4	94.9	95.4
Brooklyn	82.8	83.1	81.7	89.0	91.1
City	92.5	92.8	91.1	93.6	94.8
Hunter	95.4	95.2	96.8	94.7	95.3
John Jay	---	---	82.2	86.4	86.3
Lehman	90.1	88.3	92.9	91.2	90.4
Queens	91.8	92.8	91.9	91.4	93.1
York	80.9	84.7	84.8	85.1	86.8
Senior College Average	90.7	90.5	89.4	90.6	91.5
Comprehensive					
John Jay	82.1	83.6	---	---	---
Medgar Evers	70.4	73.2	68.6	71.3	69.9
NYCCT	84.6	84.4	87.1	84.1	82.9
Staten Island	91.1	92.0	92.5	91.8	91.2
Comprehensive College Average	83.6	84.7	85.4	84.5	83.7
Community					
BMCC	80.4	81.1	82.3	83.5	81.7
Bronx	78.4	78.4	80.5	82.8	85.2
Guttman	---	---	---	---	---
Hostos	80.5	81.1	81.1	76.9	80.2
Kingsborough	88.1	85.4	84.6	83.3	82.2
LaGuardia	75.6	76.4	79.6	81.6	83.0
Queensborough	86.6	85.1	83.1	82.3	83.5
Community College Average	81.8	81.4	82.2	82.4	82.6
University Average	84.4	84.2	84.8	84.8	85.0

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. Grades of INC, PEN, AUD, ABS, W, WA, WD, WU, WN, Y, L, NG, Z, and missing grades are excluded.

University Performance Management Process 2013-14 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 student academic performance, particularly in the first 60 credits of study.

Percentage of students passing gateway mathematics courses with C or better

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	50.6	54.9	51.4	56.8	61.8
Brooklyn	70.5	76.7	82.2	64.1	78.8
City	65.3	64.0	74.4	61.3	75.4
Hunter	72.8	78.3	77.1	79.6	79.6
John Jay	---	---	64.4	69.2	71.5
Lehman	67.6	69.8	77.7	75.5	80.2
Queens	64.2	75.8	69.3	73.6	70.5
York	69.9	63.9	67.3	70.3	70.6
Senior College Average	64.2	67.7	67.4	68.9	72.7
Comprehensive					
John Jay	59.8	62.9	---	---	---
Medgar Evers	76.0	66.3	77.9	74.2	74.5
NYCCT	61.5	56.1	60.8	62.8	63.2
Staten Island	66.1	70.1	70.6	68.7	62.2
Comprehensive College Average	63.3	61.7	66.5	66.0	64.8
Community					
BMCC	71.3	74.9	73.4	71.9	74.4
Bronx	45.8	55.6	63.6	67.0	59.5
Guttman	---	---	---	---	---
Hostos	68.1	66.1	74.9	81.1	80.9
Kingsborough	67.8	71.2	73.9	69.7	71.1
LaGuardia	59.6	62.5	62.8	61.2	64.3
Queensborough	57.1	60.3	60.5	65.4	65.5
Community College Average	63.8	67.0	67.2	66.7	69.0
University Average	63.7	64.9	67.1	67.3	69.2

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. Grades of INC, PEN, AUD, ABS, W, WA, WD, WU, WN, Y, L, NG, Z, and missing grades are excluded.

University Performance Management Process 2013-14 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 student academic performance, particularly in the first 60 credits of study.

New Indicator

Learning value-added as measured by the Collegiate Learning Assessment (CLA)

2012-13

Senior

Baruch	Below
Brooklyn	Near
City	Near
Hunter	Near
John Jay	Near
Lehman	Near
Queens	Near
York	Near

Senior College

N/A

Comprehensive

Medgar Evers	---
NYCCT	Near
Staten Island	Near

Comprehensive College

N/A

University

N/A

Note: "Near" indicates that a college's observed exiting CLA average is within 1 standard error of estimate of an expected CLA average as predicted by exiting student SAT averages and entering student CLA averages across all colleges participating in the CLA. "Below" means that the observed CLA score is more than 1 standard error of estimate below the expected score. Comprehensive colleges were given the choice of whether to administer the CLA or CCLA – NYCCT and Staten Island elected to give the CLA.

University Performance Management Process 2013-14 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 student academic performance, particularly in the first 60 credits of study.

New Indicator

Learning gains as measured by the Community College Learning Assessment (CCLA)

	<u>2012-13</u>
Comprehensive	
Medgar Evers	+
NYCCT	---
Staten Island	---
Comprehensive College	N/A
<hr/>	
Community	
BMCC	+
Bronx	+
Guttman	---
Hostos	+
Kingsborough	0
LaGuardia	+
Queensborough	0
Community College	N/A
<hr/>	
University	N/A

Note: Effect sizes are calculated by dividing the difference between entering and exiting CCLA averages by the standard deviation of entering CCLA scores. Effect sizes can be categorized as "+", "0", or "-". The plus sign (+) indicates a positive change from average entering to average exiting CCLA scores and that the 95% confidence interval (CI) around this difference does not include 0. A "0" indicates that the CI does include the possibility of a 0 difference, although most observed differences tend to be positive. There are no effect sizes categorized as "-" at CUNY. The larger the sample size, the more confidence one can put into the observed differences between entering and exiting students. Comprehensive colleges were given the choice of whether to administer the CLA or CCLA – Medgar Evers elected to give the CCLA.

University Performance Management Process 2013-14 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 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
Senior					
Baruch					
Underrepresented Minorities (URM)	86.6	89.4	85.9	89.9	77.2
Non-Underrepresented Minorities (non-URM)	88.9	91.1	90.1	91.9	89.7
URM-non-URM Gap	-2.3	-1.7	-4.2	-2.0	-12.6
Brooklyn					
Underrepresented Minorities (URM)	71.4	80.5	79.9	78.4	82.3
Non-Underrepresented Minorities (non-URM)	81.6	82.5	82.8	86.7	87.6
URM-non-URM Gap	-10.1	-2.0	-2.9	-8.3	-5.3
City					
Underrepresented Minorities (URM)	79.9	82.9	85.8	80.9	88.6
Non-Underrepresented Minorities (non-URM)	78.9	83.9	85.6	86.0	86.7
URM-non-URM Gap	1.0	-1.0	0.2	-5.2	1.9
Hunter					
Underrepresented Minorities (URM)	82.7	82.7	85.8	88.6	84.0
Non-Underrepresented Minorities (non-URM)	84.8	85.5	85.2	85.7	87.7
URM-non-URM Gap	-2.1	-2.8	0.6	2.9	-3.7
John Jay					
Underrepresented Minorities (URM)	---	---	79.6	78.5	77.8
Non-Underrepresented Minorities (non-URM)	---	---	76.5	76.8	78.2
URM-non-URM Gap	---	---	3.1	1.8	-0.5
Lehman					
Underrepresented Minorities (URM)	76.9	80.2	80.7	81.4	81.5
Non-Underrepresented Minorities (non-URM)	78.2	81.3	71.9	85.0	82.3
URM-non-URM Gap	-1.2	-1.2	8.8	-3.6	-0.8
Queens					
Underrepresented Minorities (URM)	84.5	85.3	90.3	85.6	81.8
Non-Underrepresented Minorities (non-URM)	86.3	88.5	86.1	87.1	85.1
URM-non-URM Gap	-1.7	-3.1	4.1	-1.5	-3.4
York					
Underrepresented Minorities (URM)	75.0	73.7	77.7	77.3	72.7
Non-Underrepresented Minorities (non-URM)	75.6	77.5	78.0	77.8	76.8
URM-non-URM Gap	-0.6	-3.8	-0.3	-0.6	-4.0
Senior College Average					
Underrepresented Minorities (URM)	79.1	81.3	82.1	81.4	80.1
Non-Underrepresented Minorities (non-URM)	84.1	86.1	84.2	85.8	85.5
URM-non-URM Gap	-5.0	-4.8	-2.1	-4.4	-5.4

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 2013-14 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 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
Comprehensive					
John Jay					
Underrepresented Minorities (URM)	75.3	76.2	---	---	---
Non-Underrepresented Minorities (non-URM)	74.1	77.4	---	---	---
URM-non-URM Gap	1.2	-1.1	---	---	---
Medgar Evers					
Underrepresented Minorities (URM)	68.7	63.9	64.5	65.1	64.5
Non-Underrepresented Minorities (non-URM)	100.0*	63.6*	56.3*	75.0*	66.7*
URM-non-URM Gap	-31.3*	0.3*	8.2*	-9.9*	-2.2*
NYCCT					
Underrepresented Minorities (URM)	79.5	73.4	78.5	73.9	73.0
Non-Underrepresented Minorities (non-URM)	82.0	76.1	67.2	81.9	83.1
URM-non-URM Gap	-2.5	-2.7	11.3	-8.0	-10.1
Staten Island					
Underrepresented Minorities (URM)	74.7	78.9	73.0	74.8	78.8
Non-Underrepresented Minorities (non-URM)	80.8	84.4	86.4	82.8	84.0
URM-non-URM Gap	-6.1	-5.4	-13.5	-8.0	-5.2
Comprehensive College Average					
Underrepresented Minorities (URM)	74.5	74.8	70.8	72.1	74.2
Non-Underrepresented Minorities (non-URM)	77.6	80.3	83.7	82.7	83.7
URM-non-URM Gap	-3.0	-5.5	-12.9	-10.6	-9.5

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 2013-14 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 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 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>	<u>Entering Class of Fall 2012</u>
University Average					
Underrepresented Minorities (URM)	78.0	79.6	81.0	80.8	79.6
Non-Underrepresented Minorities (non-URM)	83.1	85.1	84.1	85.5	85.4
URM-non-URM Gap	-5.1	-5.6	-3.1	-4.8	-5.8

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.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 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 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 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>	<u>Entering Class of Fall 2012</u>
Comprehensive					
John Jay					
Underrepresented Minorities (URM)	75.3	76.2	---	---	---
Non-Underrepresented Minorities (non-URM)	74.1	77.4	---	---	---
URM-non-URM Gap	1.2	-1.1	---	---	---
Medgar Evers					
Underrepresented Minorities (URM)	55.6	55.8	58.6	53.2	55.7
Non-Underrepresented Minorities (non-URM)	50.0*	52.0	69.7	50.0	69.2
URM-non-URM Gap	5.6*	3.8	-11.1	3.2	-13.5
NYCCT					
Underrepresented Minorities (URM)	56.7	61.2	61.9	62.1	58.5
Non-Underrepresented Minorities (non-URM)	70.0	72.8	72.9	73.5	66.6
URM-non-URM Gap	-13.4	-11.6	-11.0	-11.3	-8.2
Staten Island					
Underrepresented Minorities (URM)	57.9	59.3	67.4	63.9	59.7
Non-Underrepresented Minorities (non-URM)	66.2	70.7	69.2	69.5	67.5
URM-non-URM Gap	-8.3	-11.4	-1.8	-5.5	-7.8
Comprehensive College Average					
Underrepresented Minorities (URM)	58.6	61.2	61.8	59.8	57.9
Non-Underrepresented Minorities (non-URM)	67.7	71.0	70.8	70.9	67.1
URM-non-URM Gap	-9.1	-9.8	-9.0	-11.2	-9.2

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 2013-14 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 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 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>	<u>Entering Class of Fall 2012</u>
Community					
BMCC					
Underrepresented Minorities (URM)	58.9	63.6	60.9	63.1	62.0
Non-Underrepresented Minorities (non-URM)	65.6	72.3	73.3	71.3	71.2
URM-non-URM Gap	-6.7	-8.7	-12.4	-8.2	-9.2
Bronx					
Underrepresented Minorities (URM)	64.9	60.9	57.6	54.8	57.3
Non-Underrepresented Minorities (non-URM)	72.1	60.2	65.2	60.3	75.4
URM-non-URM Gap	-7.3	0.7	-7.6	-5.5	-18.1
Guttman					
Underrepresented Minorities (URM)	---	---	---	---	74.0
Non-Underrepresented Minorities (non-URM)	---	---	---	---	75.9
URM-non-URM Gap	---	---	---	---	-1.9
Hostos					
Underrepresented Minorities (URM)	56.7	62.7	63.4	64.2	67.4
Non-Underrepresented Minorities (non-URM)	61.0	66.7	68.5	77.3	63.2
URM-non-URM Gap	-4.2	-4.0	-5.1	-13.1	4.2
Kingsborough					
Underrepresented Minorities (URM)	66.2	63.8	62.4	59.9	60.8
Non-Underrepresented Minorities (non-URM)	74.5	75.4	71.6	74.0	73.6
URM-non-URM Gap	-8.3	-11.5	-9.2	-14.1	-12.8
LaGuardia					
Underrepresented Minorities (URM)	60.5	65.4	63.9	62.1	60.2
Non-Underrepresented Minorities (non-URM)	74.9	75.2	76.4	73.4	70.4
URM-non-URM Gap	-14.4	-9.8	-12.4	-11.3	-10.2
Queensborough					
Underrepresented Minorities (URM)	65.1	68.0	69.4	65.8	68.3
Non-Underrepresented Minorities (non-URM)	73.6	76.2	75.1	73.2	74.2
URM-non-URM Gap	-8.5	-8.2	-5.7	-7.4	-5.9
Community College Average					
Underrepresented Minorities (URM)	61.6	64.2	62.6	61.9	62.5
Non-Underrepresented Minorities (non-URM)	71.9	74.5	73.8	72.9	72.7
URM-non-URM Gap	-10.4	-10.3	-11.2	-11.0	-10.1

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 2013-14 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 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</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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
University Average					
Underrepresented Minorities (URM)	60.7	63.3	62.4	61.4	61.5
Non-Underrepresented Minorities (non-URM)	70.5	73.3	72.9	72.3	71.0
URM-non-URM Gap	-9.8	-10.0	-10.5	-10.9	-9.5

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 2013-14 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

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	45.3	40.8	41.1	41.1	37.4
Brooklyn	34.0	33.9	29.4	26.5	25.0
City	26.8	27.7	30.2	31.0	27.7
Hunter	31.0	32.6	34.3	31.5	27.6
John Jay	---	---	21.6	20.0	17.9
Lehman	28.3	28.8	32.1	25.6	30.0
Queens	33.9	30.4	30.9	30.8	30.3
York	23.1	22.7	20.6	21.1	18.8
Senior College Average	32.5	31.4	30.5	29.3	26.8
Comprehensive					
John Jay	18.6	22.7	---	---	---
Medgar Evers	30.3	24.2	25.8	15.7	15.7
NYCCT	24.0	24.5	21.0	20.1	17.5
Staten Island	20.4	20.3	18.7	16.8	17.0
Comprehensive College Average	22.1	22.7	20.8	18.1	17.0
Community					
BMCC	16.9	17.1	16.7	13.9	14.6
Bronx	20.2	19.2	19.1	16.7	23.5
Guttman	---	---	---	---	---
Hostos	12.7	14.6	18.1	20.4	30.2
Kingsborough	---	---	---	---	---
LaGuardia	---	---	---	---	---
Queensborough	21.8	24.7	22.0	23.3	25.1
Community College Average	18.3	19.7	18.8	17.8	20.2
University Average	25.6	25.5	25.0	23.4	22.9

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 2013-14 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 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	28.6	28.9	28.1	28.1	28.6
Brooklyn	24.5	25.6	25.1	25.4	26.8
City	23.2	24.1	24.6	24.8	25.1
Hunter	25.8	25.7	25.9	26.5	26.3
John Jay	---	---	23.1	23.0	24.1
Lehman	24.4	25.3	26.2	25.6	26.5
Queens	25.8	26.7	27.0	26.4	27.1
York	22.8	23.5	24.6	25.0	25.3
Senior College Average	25.2	25.8	25.4	25.6	26.1
Comprehensive					
John Jay	23.8	23.1	---	---	---
Medgar Evers	18.9	19.5	19.5	17.5	18.1
NYCCT	20.6	22.1	21.1	24.0	23.1
Staten Island	25.3	25.4	25.3	25.7	25.2
Comprehensive College Average	23.5	23.4	23.7	24.7	24.3
University Average	24.9	25.3	25.3	25.5	25.9

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	0.842	0.837	0.823	0.827	0.821
Brooklyn	0.820	0.827	0.822	0.822	0.815
City	0.808	0.822	0.807	0.815	0.809
Hunter	0.796	0.799	0.804	0.814	0.799
John Jay	---	---	0.824	0.826	0.830
Lehman	0.773	0.767	0.751	0.723	0.736
Queens	0.825	0.832	0.808	0.821	0.821
York	0.772	0.771	0.772	0.776	0.769
Senior College Average	0.809	0.812	0.805	0.808	0.805
Comprehensive					
John Jay	0.817	0.822	---	---	---
Medgar Evers	0.740	0.771	0.762	0.723	0.747
NYCCT	0.745	0.745	0.760	0.769	0.757
Staten Island	0.817	0.824	0.823	0.824	0.822
Comprehensive College Average	0.796	0.805	0.794	0.789	0.787
Graduate					
School of Professional Studies	0.511	0.527	0.517	0.540	0.529
University Average	0.804	0.808	0.801	0.803	0.800

Note: Based on undergraduate degree-seeking students in baccalaureate programs. University averages include the School of Professional Studies.

University Performance Management Process 2013-14 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 first-time freshmen who complete freshman composition within 2 years of entry

Associate 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>
Comprehensive					
John Jay	78.8	83.0	81.9	---	---
Medgar Evers	57.6	63.9	59.7	64.0	67.4
NYCCT	77.4	78.9	81.0	82.1	85.4
Staten Island	80.5	81.1	83.8	84.0	84.5
Comprehensive College Average	77.1	78.7	79.0	79.7	82.0
Community					
BMCC	69.1	67.2	71.2	69.0	73.5
Bronx	53.5	53.9	57.3	63.8	65.4
Guttman	---	---	---	---	---
Hostos	65.1	61.0	59.8	62.2	62.0
Kingsborough	72.2	71.2	70.4	67.5	70.8
LaGuardia	67.7	67.2	71.4	72.2	72.9
Queensborough	66.8	68.6	73.5	75.2	76.2
Community College Average	67.0	66.6	69.4	69.6	72.1
University Average	70.5	70.5	72.5	72.1	74.6

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 2013-14 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 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>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>
Comprehensive					
John Jay	62.6	64.7	66.1	---	---
Medgar Evers	47.9	47.9	50.6	51.1	51.8
NYCCT	69.6	70.8	74.3	75.5	80.2
Staten Island	61.2	57.8	57.1	63.1	63.6
Comprehensive College Average	63.9	63.8	65.2	67.8	70.6
Community					
BMCC	44.7	43.5	47.7	45.6	49.7
Bronx	26.2	24.2	27.6	31.2	34.5
Guttman	---	---	---	---	
Hostos	67.2	64.0	65.9	62.5	58.6
Kingsborough	38.6	38.6	41.7	40.9	43.2
LaGuardia	51.6	51.6	54.1	55.1	55.9
Queensborough	42.9	48.2	50.7	54.7	54.1
Community College Average	44.4	44.9	48.0	48.5	50.2
University Average	51.4	51.1	53.4	53.4	55.3

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	0.822	0.708	0.643	0.597	0.547
Medgar Evers	0.810	0.807	0.795	0.794	0.801
NYCCT	0.756	0.762	0.782	0.778	0.763
Staten Island	0.762	0.787	0.788	0.823	0.799
Comprehensive College Average	0.774	0.772	0.782	0.790	0.778
Community					
BMCC	0.774	0.763	0.770	0.772	0.770
Bronx	0.739	0.745	0.753	0.741	0.745
Guttman	---	---	---	1.246	1.298
Hostos	0.760	0.765	0.759	0.740	0.729
Kingsborough	0.910	0.905	0.901	0.873	0.877
LaGuardia	0.834	0.850	0.840	0.786	0.813
Queensborough	0.747	0.768	0.746	0.778	0.758
Community College Average	0.800	0.804	0.798	0.789	0.791
University Average	0.794	0.798	0.795	0.789	0.789

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

University Performance Management Process 2013-14 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
Senior					
Baruch	88.3	90.7	89.3	91.5	87.6
Brooklyn	77.9	81.9	82.0	84.2	86.4
City	79.5	83.3	85.7	83.6	87.5
Hunter	84.2	84.7	85.4	86.5	86.7
John Jay	---	---	78.4	77.9	77.9
Lehman	77.1	80.4	79.0	82.1	81.7
Queens	85.8	87.8	87.0	86.8	84.4
York	75.1	74.9	77.8	77.5	74.1
Senior College Average	81.8	84.2	83.3	84.1	83.5
Comprehensive					
John Jay	74.9	76.7	---	--	---
Medgar Evers	69.2	63.9	63.8	65.5	64.7
NYCCT	80.2	74.4	74.1	77.0	76.6
Staten Island	79.7	83.4	83.6	81.4	82.9
Comprehensive College Average	75.8	77.3	78.4	79.2	80.4
University Average	80.7	82.7	82.9	83.7	83.2

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 2013-14 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.

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

Baccalaureate Programs

	<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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
Senior					
Baruch	4.6	7.6	4.6	7.3	3.4
Brooklyn	-3.0	-0.4#	-0.1#	1.3#	3.5
City	-2.4	1.9	0.1#	-1.1#	1.9
Hunter	1.9	2.2	1.2#	2.3	1.7
John Jay	---	---	2.2	0.8#	0.1#
Lehman	2.1#	4.0	1.0#	3.6	1.5#
Queens	5.1	6.5	5.2	5.5	2.1
York	1.1#	-0.2#	1.3#	0.8#	-2.9
Senior College Average	N/A	N/A	N/A	N/A	N/A
Comprehensive					
John Jay	0.1#	2.1	---	---	---
Medgar Evers	---*	---*	---*	---*	---*
NYCCT	---*	---*	---*	---*	---*
Staten Island	-0.3#	4.0	2.8	0.5#	1.3#
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the Regression-Adjusted Performance Measure (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 2013-14 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
Senior					
Baruch	88.2	88.9	87.2	85.5	86.6
Brooklyn	75.3	76.5	77.3	74.6	76.7
City	74.0	71.5	74.9	74.3	73.1
Hunter	74.5	78.6	79.4	79.2	79.2
John Jay	---	---	78.6	77.3	76.6
Lehman	75.9	76.2	76.6	75.3	75.2
Queens	78.9	79.0	79.3	79.1	77.7
York	65.8	65.7	69.4	70.4	66.9
Senior College Average	77.0	77.4	79.0	77.8	77.3
Comprehensive					
John Jay	77.4	81.7	---	---	---
Medgar Evers	56.8	72.4	65.5	70.0	54.7
NYCCT	75.5	79.2	77.3	72.9	70.2
Staten Island	80.1	75.9	73.9	76.1	73.8
Comprehensive College Average	76.0	78.4	74.1	74.5	70.4
University Average	76.8	77.6	78.3	77.4	76.4

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 2013-14 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 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>	<u>Entering Class of Fall 2012</u>
Comprehensive					
Medgar Evers	55.5	55.7	59.0	53.0	56.1
NYCCT	60.4	64.7	65.3	65.8	61.1
Staten Island	63.5	67.0	68.7	67.6	64.6
Comprehensive College Average	60.7	63.6	65.1	63.8	61.3
Community					
BMCC	60.5	65.6	63.5	64.7	64.1
Bronx	65.2	60.9	58.0	55.0	58.1
Guttman	---	---	---	---	74.4
Hostos	57.0	63.2	63.7	64.7	67.2
Kingsborough	70.3	69.1	66.5	66.8	67.0
LaGuardia	65.2	68.6	67.8	65.4	63.0
Queensborough	70.7	71.5	72.1	69.2	70.9
Community College Average	65.0	67.3	65.9	65.0	65.4
University Average	63.8	66.3	65.7	64.7	64.4

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 2013-14 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.

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

Associate Programs

	<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>	<u>Entering</u> <u>Class of Fall</u> <u>2012</u>
Comprehensive					
John Jay	---	---	---	---	---
Medgar Evers	-2.2#	-3.4	-3.1	-8.9	-6.7
NYCCT	-4.5	-1.5#	-1.9	-2.6	-7.1
Staten Island	-2.8	-0.4#	-0.9#	-1.9#	-4.2
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
Community					
BMCC	1.5	3.0	-0.4#	1.5	0.1#
Bronx	7.3	2.3	-2.8	-4.4	-1.7#
Guttman	---	---	---	---	---
Hostos	-1.3#	3.1	1.7#	4.2	5
Kingsborough	7.2	5.5	1.5	1.2#	4.7
LaGuardia	2.7	6.0	3.1	0.8#	1.6
Queensborough	4.7	6.9	5.2	3.2	7.2
Community College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the Regression-Adjusted Performance Measure (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 2013-14 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 master's programs.

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</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>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>
Senior					
Baruch	35.5	33.3	39.4	35.5	41.9
Brooklyn	21.7	26.8	24.1	24.5	23.4
City	7.4	8.4	9.7	12.1	12.8
Hunter	19.9	19.4	21.9	22.5	24.7
John Jay	---	---	25.3	22.3	19.0
Lehman	14.0	14.4	14.8	14.1	14.7
Queens	26.0	25.7	25.1	27.2	28.2
York	3.7	4.2	4.9	7.8	4.9
Senior College Average	21.0	20.9	21.9	21.8	22.5
Comprehensive					
John Jay	19.1	21.1	---	---	---
Medgar Evers	11.1*	5.1	5.3	4.1	6.7
NYCCT	2.9	5.2	3.4	3.7	12.0
Staten Island	24.8	24.5	28.0	21.8	19.6
Comprehensive College Average	17.8	18.9	17.6	14.1	15.9
University Average	20.5	20.6	21.6	21.2	22.0

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.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 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 master's programs.

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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>
Senior					
Baruch	9.9	7.8	10.5	6.7	6.4
Brooklyn	0.4#	3.8	1.1#	1.1#	-4.1
City	-7.5	-7.6	-8.8	-7.0	-10.4
Hunter	-4.5	-6.4	-4.0	-4.3	-5.9
John Jay	---	---	11.9	10.1	5.4
Lehman	4.0	3.5	4.0	2.6	-2.4
Queens	2.7	0.8#	-0.1#	1.9	-1.6#
York	-0.7#	-3.0	-0.8#	-1.4#	-5.6
Senior College Average	N/A	N/A	N/A	N/A	N/A
Comprehensive					
John Jay	6.5	8.3	---	---	---
Medgar Evers	11.4#	3.9	5.0	3.6	2.0#
NYCCT	---	---	---	---	---
Staten Island	---	-0.2#	4.3	-0.3#	-2.7
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the Regression-Adjusted Performance Measure (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 2013-14 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 master's 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>
Senior					
Baruch	65.5	67.4	68.3	69.3	66.4
Brooklyn	48.7	46.0	47.3	51.3	49.1
City	37.5	37.8	41.0	44.4	40.3
Hunter	47.2	47.0	50.0	48.6	51.6
John Jay	---	---	52.1	57.8	57.7
Lehman	45.7	45.5	49.9	50.7	51.5
Queens	52.3	54.8	52.9	55.8	54.5
York	33.3	38.7	33.9	36.9	37.7
Senior College Average	48.9	49.6	50.7	53.0	51.7
Comprehensive					
John Jay	52.8	53.7	---	---	---
Medgar Evers	20.5	18.3	16.6	24.8	35.2
NYCCT	32.0	33.6	38.7	41.2	34.8
Staten Island	59.7	55.3	56.6	45.2	38.0
Comprehensive College Average	46.6	47.7	44.0	40.8	36.9
University Average	48.6	49.3	50.0	51.3	50.0

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 2013-14 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 master's programs.

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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>
Comprehensive					
John Jay	10.7	11.2	11.6	15.4	12.1
Medgar Evers	9.0	8.4	7.2	9.3	10.0
NYCCT	14.0	12.4	13.6	14.1	14.1
Staten Island	14.9	9.6	13.3	11.5	7.9
Comprehensive College Average	12.8	11.0	12.5	13.0	11.5
Community					
BMCC	17.1	19.6	21.0	19.1	22.2
Bronx	14.0	13.7	14.6	14.9	17.4
Guttman	---	---	---	---	---
Hostos	14.0	19.3	21.9	14.8	17.7
Kingsborough	28.8	26.5	31.6	28.6	28.7
LaGuardia	20.8	19.9	22.2	20.9	23.3
Queensborough	18.2	18.9	22.7	20.8	23.5
Community College Average	19.5	20.0	22.6	20.6	23.0
University Average	17.1	16.6	19.1	18.2	19.4

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.

University Performance Management Process 2013-14 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 master's programs.

Difference between actual and predicted (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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>
Comprehensive					
John Jay	---	---	---	---	---
Medgar Evers	-7.9	-5.7	-6.0	-4.0	-5.2
NYCCT	-3.6	-5.0	-4.3	-4.5	-6.1
Staten Island	-5.4	-10.0	-6.6	-8.1	-12.8
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
Community					
BMCC	1.2	4.9	7.3	4.6	5.0
Bronx	-0.9#	0.0#	1.3#	1.7	2.1
Guttman	---	---	---	---	---
Hostos	-1.2#	3.8	8.2	0.3#	0.9#
Kingsborough	10.4	8.4	13.5	10.2	9.1
LaGuardia	2.7	2.1	4.4	2.9	3.8
Queensborough	-1.6	0.0#	3.2	1.4	3.9
Community College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the Regression-Adjusted Performance Measure (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 2013-14 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 master's programs.

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

Master's Programs

	<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>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>
Senior					
Baruch	77.9	79.3	76.7	78.0	76.7
Brooklyn	71.0	73.1	72.0	75.5	72.3
City	65.8	65.2	65.0	65.3	65.6
Hunter	72.9	73.5	74.1	74.4	76.4
John Jay	---	---	58.9	55.0	57.9
Lehman	65.0	72.3	73.6	75.5	72.3
Queens	69.7	65.0	71.8	74.1	69.6
Senior College Average	71.3	71.3	70.8	72.3	71.4
Comprehensive					
John Jay	61.9	60.7	---	---	---
Staten Island	61.0	52.5	54.7	55.8	62.9
Comprehensive College Average	61.7	58.3	54.7	55.8	62.9
University Average	69.9	69.7	70.2	71.8	71.1

Note: Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. This is an institution rate reflecting graduation from the college of entry.

University Performance Management Process 2013-14 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>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior					
Brooklyn	491	483	418	475	430
City	618	476	488	347	489
Hunter	436	528	767	748	814
Lehman	495	521	290	242	354
Queens	890	746	661	573	875
York	26	22	37	51	42
Senior College Total	2,956	2,776	2,661	2,436	3,004
Comprehensive					
Medgar Evers	15	14	11	13	20
NYCCT	9	5	4	4	13
Staten Island	223	217	237	234	85
Comprehensive College Total	247	236	252	251	118
University Total	3,203	3,012	2,913	2,687	3,122

Note: This indicator reflects the total number passing the LAST plus the total number of graduates from alternative certification programs in an academic year.

University Performance Management Process 2013-14 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>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior					
Brooklyn	82.0	89.0	79.0	87.5	84.4
City	98.0	95.0	92.0	92.9	93.7
Hunter	96.0	97.0	96.0	98.6	98.5
Lehman	93.0	85.0	82.0	89.6	82.8
Queens	94.0	93.0	94.0	89.8	92.6
York	85.0	100.0*	91.0	92.3	83.7
Senior College Average	93.0	92.0	90.0	91.8	91.0
Comprehensive					
Medgar Evers	93.0	64.0	48.0*	93.8*	61.1
NYCCT	100.0*	100.0*	100.0*	100.0*	100.0*
Staten Island	88.0	90.0	92.0	95.4	91.2
Comprehensive College Average	89.0	87.0	88.0	95.4	85.2
University Average	92.0	92.0	90.0	92.2	90.7

*Based on fewer than 25 students.

University Performance Management Process 2013-14 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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Senior					
Hunter	89.2	90.1	75.8	95.9	84.2
Lehman	81.5	87.8	90.0	88.1	70.7
Senior College Average	86.2	89.4	82.1	93.4	79.4
Comprehensive					
Medgar Evers	100.0	82.9	89.1	83.3	74.5
NYCCT	82.1	95.2	91.5	95.1	81.0
Staten Island	84.7	90.8	78.0	88.3	70.0
Comprehensive College Average	85.2	91.2	84.3	89.9	74.2
Community					
BMCC	82.7	84.0	83.2	85.4	74.3
Bronx	81.4	90.6	71.8	86.0	83.3
Guttman	---	---	---	---	---
Hostos	81.1	68.4	72.3	88.0	75.6
Kingsborough	91.7	91.7	80.6	75.9	60.2
LaGuardia	85.7	79.1	76.9	81.3	79.5
Queensborough	85.0	79.8	86.4	92.7	82.9
Community College Average	85.3	82.7	80.4	84.0	73.5
University Average	85.4	85.5	81.6	86.9	74.8

University Performance Management Process 2013-14 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

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

New Methodology

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

	<u>2010-11</u> <u>Graduates</u>	<u>2011-12</u> <u>Graduates</u>
Comprehensive		
John Jay	100.0	88.0*
Medgar Evers	88.6	90.9
NYCCT	95.5	95.9
Staten Island	92.0	93.9
Comprehensive College Average	94.1	93.9
Community		
BMCC	92.0	92.5
Bronx	93.2	93.3
Guttman	---	---
Hostos	89.4	90.3
Kingsborough	92.8	89.9
LaGuardia	88.5	91.3
Queensborough	91.9	94.2
Community College Average	91.5	92.0
University Average	92.1	92.4

Note: Based on responses to the annual 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, working in an apprenticeship, being in the military, or pursuing additional education or training six months after graduation. This table reflects the NYSED reporting period: beginning with the 2010-2011 academic year, the collection period was changed to fall-spring-summer from summer-fall-spring.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.77 (1.14)
<hr/>	
Comprehensive	
Medgar Evers	4.35 (1.33)
NYCCT	4.34 (1.19)
Staten Island	4.42 (1.20)
Comprehensive College Average	4.38 (1.22)
<hr/>	
Community	
BMCC	4.85 (1.23)
Bronx	5.12 (1.13)
Guttman	5.66 (0.97)
Hostos	4.92 (1.08)
Kingsborough	4.99 (1.17)
LaGuardia	4.60 (1.25)
Queensborough	4.83 (1.12)
Community College Average	4.87 (1.21)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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 2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.99 (1.35)
<hr/>	
Comprehensive	
Medgar Evers	4.74 (1.48)
NYCCT	4.68 (1.40)
Staten Island	4.76 (1.39)
Comprehensive College Average	4.72 (1.41)
<hr/>	
Community	
BMCC	5.15 (1.36)
Bronx	5.25 (1.26)
Guttman	5.35 (1.36)
Hostos	5.18 (1.27)
Kingsborough	5.19 (1.31)
LaGuardia	4.97 (1.47)
Queensborough	5.10 (1.38)
Community College Average	5.12 (1.38)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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 2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.64 (1.29)
<hr/>	
Comprehensive	
Medgar Evers	4.31 (1.31)
NYCCT	4.06 (1.33)
Staten Island	3.91 (1.30)
Comprehensive College Average	4.03 (1.32)
<hr/>	
Community	
BMCC	4.78 (1.20)
Bronx	5.04 (1.18)
Guttman	5.33 (1.09)
Hostos	4.96 (1.11)
Kingsborough	5.05 (1.13)
LaGuardia	4.61 (1.25)
Queensborough	4.75 (1.17)
Community College Average	4.85 (1.20)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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

2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.68 (1.26)
<hr/>	
Comprehensive	
Medgar Evers	4.32 (1.44)
NYCCT	4.31 (1.31)
Staten Island	4.40 (1.30)
Comprehensive College Average	4.35 (1.33)
<hr/>	
Community	
BMCC	4.83 (1.33)
Bronx	5.13 (1.19)
Guttman	5.78 (1.03)
Hostos	4.98 (1.14)
Kingsborough	5.05 (1.26)
LaGuardia	4.61 (1.33)
Queensborough	4.87 (1.19)
Community College Average	4.90 (1.29)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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 2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.70 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.38 (1.28)
NYCCT	4.23 (1.21)
Staten Island	4.44 (1.12)
Comprehensive College Average	4.34 (1.19)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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

2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.82 (1.40)
<hr/>	
Comprehensive	
Medgar Evers	4.68 (1.63)
NYCCT	4.54 (1.42)
Staten Island	4.54 (1.46)
Comprehensive College Average	4.57 (1.47)
<hr/>	
Community	
BMCC	4.83 (1.47)
Bronx	5.19 (1.28)
Guttman	6.00 (0.96)
Hostos	4.89 (1.45)
Kingsborough	4.92 (1.43)
LaGuardia	4.45 (1.51)
Queensborough	4.93 (1.32)
Community College Average	4.85 (1.46)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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

2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	5.02 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.68 (1.32)
NYCCT	4.72 (1.22)
Staten Island	4.71 (1.17)
Comprehensive College Average	4.71 (1.21)
<hr/>	
Community	
BMCC	4.85 (1.20)
Bronx	4.90 (1.15)
Guttman	5.21 (1.13)
Hostos	4.82 (1.17)
Kingsborough	4.81 (1.18)
LaGuardia	4.60 (1.23)
Queensborough	4.62 (1.16)
Community College Average	4.76 (1.20)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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

2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.57 (1.24)
<hr/>	
Comprehensive	
Medgar Evers	4.26 (1.48)
NYCCT	4.25 (1.27)
Staten Island	4.30 (1.28)
Comprehensive College Average	4.27 (1.31)
<hr/>	
Community	
BMCC	4.67 (1.36)
Bronx	5.02 (1.20)
Guttman	5.96 (1.03)
Hostos	4.80 (1.21)
Kingsborough	4.84 (1.31)
LaGuardia	4.46 (1.40)
Queensborough	4.76 (1.27)
Community College Average	4.77 (1.36)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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

2013-14 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.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.96 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.54 (1.34)
NYCCT	4.59 (1.21)
Staten Island	4.70 (1.18)
Comprehensive College Average	4.63 (1.22)
<hr/>	
Community	
BMCC	4.96 (1.21)
Bronx	5.24 (1.09)
Guttman	5.64 (1.10)
Hostos	5.00 (1.09)
Kingsborough	5.08 (1.19)
LaGuardia	4.79 (1.23)
Queensborough	4.97 (1.12)
Community College Average	4.92 (1.21)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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

2013-14 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

Percentage of degree students using DegreeWorks for degree audit

Spring 2014

Senior	
Baruch	6.6
Brooklyn	60.1
City	42.2
Hunter	72.2
John Jay	77.7
Lehman	28.1
Queens	59.2
York	63.3
Senior College Average	51.3
<hr/>	
Comprehensive	
Medgar Evers	84.2
NYCCT	56.9
Staten Island	44.1
Comprehensive College Average	56.9
<hr/>	
Community	
BMCC	49.6
Bronx	29.3
Guttman	7.2
Hostos	43.4
Kingsborough	33.4
LaGuardia	73.0
Queensborough	41.2
Community College Average	47.4
<hr/>	
University Average	50.6

Note: DegreeWorks Usage is computed as the ratio (percentage) of associate and baccalaureate degree-seeking students who have logged in to their college's DegreeWorks system to use the Audit function at least once during the term to the number of associate and baccalaureate degree-seeking students enrolled that term.

University Performance Management Process 2013-14 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.

Percentage difference between actual and target FTE enrollment

	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior		
Baruch	-0.1	-0.8
Brooklyn	-1.5	2.0
City	3.1	-2.5
Hunter	1.3	-3.0
John Jay	0.8	-1.6
Lehman	-4.0	10.2
Queens	-2.4	0.4
York	4.0	-0.4
Senior College Average	0.0	-0.1
Comprehensive		
Medgar Evers	-8.8	-4.5
NYCCT	0.6	2.4
Staten Island	0.9	-0.8
Comprehensive College Average	-1.0	-0.1
Community		
BMCC	0.6	-1.6
Bronx	-4.3	-1.5
Guttman	---	6.7
Hostos	-12.1	5.7
Kingsborough	-4.6	-3.7
LaGuardia	-1.8	0.8
Queensborough	-1.6	-3.7
Community College Average	-2.7	-1.3
University Average	-1.1	-0.5

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	12,784	13,489	14,144	13,701	13,701
Brooklyn	12,549	12,385	12,471	12,281	12,589
City	11,868	11,647	11,894	11,994	11,539
Hunter	16,115	16,120	16,700	17,041	16,836
John Jay	---	---	11,430	11,752	11,829
Lehman	8,423	8,357	8,347	7,899	8,202
Queens	15,410	15,639	15,233	14,963	14,208
York	5,561	5,604	5,934	6,130	5,953
Senior College Total	82,710	83,241	96,153	95,761	94,857
Comprehensive					
John Jay	12,042	11,686	---	---	---
Medgar Evers	5,355	5,279	5,331	4,897	4,926
NYCCT	11,146	11,218	11,993	12,142	12,453
Staten Island	10,648	10,829	11,095	11,364	11,259
Comprehensive College Total	39,191	39,012	28,419	28,403	28,638
Community					
BMCC	16,350	16,955	18,564	18,669	18,373
Bronx	7,539	7,794	8,253	8,023	8,060
Guttman	---	---	---	360	640
Hostos	4,356	4,653	5,088	4,459	4,843
Kingsborough	13,910	14,366	14,541	13,897	13,668
LaGuardia	13,064	13,829	14,317	13,745	14,377
Queensborough	10,804	11,007	11,760	11,385	11,359
Community College Total	66,023	68,604	72,523	70,538	71,320
Graduate					
Graduate School	3,667	3,671	3,750	3,693	3,511
School of Journalism	180	208	221	228	237
School of Professional Studies	645	790	834	875	917
Law School	512	533	575	537	478
University Total	192,928	196,059	202,475	200,035	199,958

University Performance Management Process 2013-14 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 Headcount Enrollment

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	16,195	17,063	18,055	17,373	17,505
Brooklyn	17,094	16,912	16,835	16,524	17,004
City	16,212	15,416	16,005	16,023	15,331
Hunter	22,168	22,407	22,822	23,005	23,019
John Jay	---	---	14,788	14,996	15,010
Lehman	12,195	12,115	12,287	11,862	12,085
Queens	20,711	20,906	20,993	20,100	18,974
York	7,780	7,821	8,242	8,420	8,307
Senior College Total	112,355	112,640	130,027	128,303	127,235
Comprehensive					
John Jay	15,330	15,206	---	---	---
Medgar Evers	7,080	6,920	6,966	6,540	6,491
NYCCT	15,399	15,366	15,961	16,207	16,860
Staten Island	13,858	13,894	14,199	14,321	14,441
Comprehensive College Total	51,667	51,386	37,126	37,068	37,792
Community					
BMCC	21,424	22,534	24,463	24,537	24,186
Bronx	10,420	10,740	11,450	11,287	11,368
Guttman	---	---	---	289	493
Hostos	6,187	6,499	7,078	6,455	7,006
Kingsborough	18,204	18,606	19,261	18,934	18,634
LaGuardia	17,028	17,569	18,623	19,287	19,773
Queensborough	15,507	15,316	16,837	15,711	16,291
Community College Total	88,770	91,264	97,712	96,500	97,751
Graduate					
Graduate School	4,625	4,642	4,701	4,656	4,416
School of Journalism	144	169	185	193	192
School of Professional Studies	1,547	1,779	1,896	1,963	2,128
Law School	407	441	481	431	383
University Total	259,515	262,321	272,128	269,114	269,897

University Performance Management Process 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	12,332	13,120	14,266	13,777	14,082
Brooklyn	13,069	12,804	13,096	13,099	13,596
City	12,878	12,263	12,863	12,983	12,501
Hunter	15,884	15,684	16,345	16,708	16,689
John Jay	---	---	12,887	13,167	13,217
Lehman	9,720	9,841	9,863	9,577	9,886
Queens	16,059	16,195	16,559	16,187	15,351
York	7,732	7,784	8,210	8,381	8,261
Senior College Total	87,674	87,691	104,089	103,879	103,583
Comprehensive					
John Jay	13,346	13,278	---	---	---
Medgar Evers	7,080	6,920	6,966	6,540	6,491
NYCCT	15,399	15,366	15,961	16,207	16,860
Staten Island	12,886	12,829	13,155	13,364	13,465
Comprehensive College Total	48,711	48,393	36,082	36,111	36,816
Community					
BMCC	21,424	22,534	24,463	24,537	24,186
Bronx	10,420	10,740	11,450	11,287	11,368
Guttman	---	---	---	289	493
Hostos	6,187	6,499	7,078	6,455	7,006
Kingsborough	18,204	18,606	19,261	18,934	18,634
LaGuardia	17,028	17,569	18,623	19,287	19,773
Queensborough	15,507	15,316	16,837	15,711	16,291
Community College Total	88,770	91,264	97,712	96,500	97,751
Graduate					
School of Professional Studies	1,117	1,136	1,220	1,247	1,347
University Total	226,272	228,484	239,103	237,737	239,497

University Performance Management Process 2013-14 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 Graduate Students

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	3,863	3,943	3,789	3,596	3,423
Brooklyn	4,025	4,108	3,739	3,425	3,408
City	3,334	3,153	3,142	3,040	2,830
Hunter	6,284	6,723	6,477	6,297	6,330
John Jay	---	---	1,901	1,829	1,793
Lehman	2,475	2,274	2,424	2,285	2,199
Queens	4,652	4,711	4,434	3,913	3,623
York	48	37	32	39	46
Senior College Total	24,681	24,949	25,938	24,424	23,652
Comprehensive					
John Jay	1,984	1,928	---	---	---
Staten Island	972	1,065	1,044	957	976
Comprehensive College Total	2,956	2,993	1,044	957	976
Graduate					
Graduate School	4,625	4,642	4,701	4,656	4,416
School of Journalism	144	169	185	193	192
School of Professional Studies	430	643	676	716	781
Law School	407	441	481	431	383
University Total	33,243	33,837	33,025	31,377	30,400

University Performance Management Process 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	1182	1217	1209	1230	1239
Brooklyn	1098	1110	1134	1111	1109
City	1044	1072	1080	1118	1136
Hunter	1137	1155	1149	1172	1180
John Jay	---	---	951	953	963
Lehman	989	1016	1008	1030	1020
Queens	1083	1113	1113	1101	1097
York	900	904	899	906	906
Senior College Average	1084	1100	1083	1086	1096
Comprehensive					
John Jay	942	939	---	---	---
Medgar Evers	887	852	837	824	873*
NYCCT	905	929	952	943	950
Staten Island	1004	1008	1011	1002	1016
Comprehensive College Average	957	955	995	988	994
University Average	1057	1062	1075	1076	1084

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.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	86.6	86.7	86.5	87.2	87.3
Brooklyn	87.0	86.3	86.9	86.2	86.3
City	85.8	86.9	87.6	88.5	88.9
Hunter	86.5	87.2	87.1	87.4	87.8
John Jay	---	---	82.9	83.3	83.5
Lehman	83.7	84.5	84.9	85.3	85.9
Queens	86.5	86.7	86.8	86.5	86.6
York	81.5	81.9	82.6	82.5	82.7
Senior College Average	85.8	86.1	85.9	86.0	86.3
Comprehensive					
John Jay	81.2	82.2	---	---	---
Medgar Evers	77.6	77.1	77.5	75.5	76.6
NYCCT	79.9	79.8	79.2	80.4	81.1
Staten Island	83.9	84.3	84.5	84.6	85.0
Comprehensive College Average	81.8	82.4	83.2	83.5	83.6
University Average	84.9	85.1	85.6	85.7	86.0

Note: 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 2013-14 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.

Percent of target College Now enrollment achieved

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u> <u>(estimated)</u>
Senior					
Baruch	82.5	68.2	90.7	85.2	92.9
Brooklyn	96.9	108.8	105.9	91.3	100.8
City	61.2	58.8	58.9	72.9	88.9
Hunter	98.6	93.5	89.6	93.7	96.9
John Jay	---	---	99.9	90.6	93.9
Lehman	97.5	104.8	102.2	98.9	94.9
Queens	103.5	90.7	100.4	98.3	97.1
York	94.3	102.8	107.0	79.3	82.8
Senior College Average	91.6	92.0	97.1	89.0	92.8
Comprehensive					
John Jay	101.1	74.7	---	--	--
Medgar Evers	76.2	96.6	45.3	53.9	82.5
NYCCT	100.1	92.3	100.1	82.5	85.3
Staten Island	89.2	87.4	102.5	103.4	98.4
Comprehensive College Average	92.5	86.8	87.0	83.6	90.9
Community					
BMCC	90.9	95.7	100.4	88.6	88.3
Bronx	106.7	98.5	85.5	86.7	81.0
Guttman	---	---	--	--	--
Hostos	99.4	98.7	106.3	114.1	100.6
Kingsborough	105.7	110.4	107.3	107.2	103.0
LaGuardia	103.9	109.1	82.2	101.6	91.0
Queensborough	92.8	91.3	87.2	97.1	94.3
Community College Average	102.3	105.1	97.6	103.0	96.7
University Average	98.1	99.2	96.6	97.4	95.2

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.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Total Voluntary Support (weighted, rolling three-year average)

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u> <u>Preliminary</u>
Senior					
Baruch	\$19,194,623	\$12,654,005	\$14,137,907	\$19,803,807	\$17,843,875
Brooklyn	\$11,726,044	\$18,704,317	\$16,409,239	\$15,490,922	\$9,363,336
City	\$46,703,422	\$40,358,974	\$38,893,502	\$38,271,204	\$40,434,952
Hunter	\$25,699,325	\$25,597,994	\$24,364,173	\$30,810,443	---
John Jay	---	\$5,951,446	\$8,713,621	\$8,303,307	\$8,461,017
Lehman	\$4,074,265	\$4,517,771	\$5,000,339	\$5,780,171	\$7,118,445
Queens	\$16,895,511	\$20,625,790	\$20,992,744	\$23,010,182	\$21,645,003
York	\$639,960	\$886,737	\$1,018,262	\$1,206,622	\$961,412
Senior College Total	\$124,933,151	\$125,802,570	\$127,813,130	\$142,676,657	\$122,165,973
Comprehensive					
John Jay	\$6,364,597	---	---	---	---
Medgar Evers	\$1,993,971	\$1,048,649	\$383,509	\$384,144	\$476,141
NYCCT	\$1,116,864	\$1,063,346	\$953,444	\$1,232,275	\$1,207,215
Staten Island	\$1,989,687	\$2,798,980	\$3,134,282	\$2,732,842	\$2,305,086
Comprehensive College Total	\$11,465,119	\$8,405,441	\$6,187,892	\$4,349,260	\$3,988,442
Community					
BMCC	\$2,230,483	\$2,322,602	\$2,433,748	\$2,535,139	\$3,863,645
Bronx	\$1,694,148	\$1,681,549	\$1,807,120	\$1,918,910	\$2,193,289
Guttman	---	---	---	\$8,198,376	\$5,158,883
Hostos	\$868,071	\$933,259	\$1,044,765	\$1,174,610	\$1,408,535
Kingsborough	\$1,628,689	\$2,763,789	\$3,007,078	\$2,678,192	\$2,174,888
LaGuardia	\$1,586,190	\$1,632,203	\$2,538,772	\$2,236,787	\$2,994,979
Queensborough	\$2,867,673	\$3,122,865	\$2,992,256	\$3,151,346	\$3,405,990
Community College Total	\$10,875,254	\$12,736,530	\$14,745,680	\$21,893,359	\$21,200,208
Graduate					
Graduate School	\$9,408,088	\$6,315,517	\$4,829,547	\$5,809,837	\$5,474,022
School of Journalism	\$2,454,933	\$4,625,387	\$3,322,076	\$2,322,605	\$1,508,253
School of Professional Studies	---	---	\$42,626	\$170,084	\$261,225
Law School	\$1,136,125	\$1,265,187	\$1,548,636	\$1,501,287	\$1,445,176
University Total	\$161,131,341	\$160,944,419	\$160,082,292	\$180,351,493	\$157,502,201

Note: This indicator reflects a sum of cash-in, new pledges and testamentary gifts. Data for the School of Professional Studies and for Guttman Community College are included as they become available. Macaulay Honors College support is included in the university totals: \$894 thousand for FY2010, \$2.8 million for FY2011, \$1.2 million for FY2012, \$1.5 million for FY2013 and \$1.6 million FY2014.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Tuition and fee collection rate (weighted, rolling three-year average)

	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Senior			
Baruch	95.7	95.7	96.6
Brooklyn	93.8	96.5	96.9
City	94.1	95.0	96.6
Hunter	94.8	94.6	94.0
John Jay	---	96.0	97.2
Lehman	92.7	93.8	94.9
Queens	95.5	95.8	95.0
York	92.8	94.9	96.1
Senior College Average	94.5	95.4	95.8
Comprehensive			
John Jay	97.6	---	---
Medgar Evers	90.8	94.5	90.8
NYCCT	92.9	88.7	94.0
Staten Island	95.7	97.2	98.2
Comprehensive College Average	93.7	94.5	95.2
Community			
BMCC	92.5	93.5	94.5
Bronx	95.2	96.0	96.2
Guttman	---	---	---
Hostos	93.3	93.6	97.2
Kingsborough	91.2	90.2	90.7
LaGuardia	91.8	88.5	87.8
Queensborough	94.7	92.5	92.4
Community College Average	92.9	92.2	92.7
Graduate			
Graduate School	98.2	94.8	92.5
School of Journalism	86.2	90.1	94.3
School of Professional Studies	95.0	97.9	94.9
Law School	99.6	94.6	104.8
University Average	94.2	94.4	94.9

Note: This indicator reflects a weighted, rolling, three-year average (50%-30%-20%) of the Tuition and Fee Collection Rate (collected tuition and fees, excluding prior year collections, divided by billed tuition and fees), provided by the Office of Budget and Finance. The John Jay average is for two years weighted equally, for FY2011 and FY2012 as a senior college and for FY2009 and FY2010 as a comprehensive college, and is calculated comparable to the other senior colleges for FY2013. The data used to calculate the 2010 Tuition and Fee Collection Rate for NYCCT is incomplete in CUNYfirst: The NYCCT Budget office provided an unadjusted (for prior year cash collected) estimate that is not comparable to the rates reported in other years at NYCCT or to other college rates in the same year. Data for the Graduate School, School of Journalism, School of Professional Studies and the Law School are included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

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

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	\$6,106,267	\$6,721,694	\$6,773,844	\$6,859,165	\$6,452,265
Brooklyn	\$13,576,134	\$13,557,264	\$13,148,033	\$11,709,981	\$10,770,469
City	\$59,303,054	\$64,031,763	\$63,033,793	\$57,443,791	\$52,858,081
Hunter	\$46,999,342	\$48,027,876	\$49,360,285	\$50,222,226	\$47,625,179
John Jay	---	\$16,903,472	\$15,909,732	\$16,484,870	\$16,871,732
Lehman	\$21,669,114	\$20,935,606	\$18,003,894	\$15,293,251	\$14,512,665
Queens	\$28,933,290	\$25,622,011	\$28,991,460	\$28,356,888	\$30,081,800
York	\$7,495,168	\$6,888,864	\$6,254,765	\$5,421,856	\$5,530,062
Senior College Total	\$184,082,368	\$202,688,550	\$201,475,807	\$191,792,028	\$184,702,252
Comprehensive					
John Jay	\$18,128,219	---	---	---	---
Medgar Evers	\$9,308,249	\$9,197,374	\$8,646,507	\$8,475,744	\$8,696,078
NYCCT	\$7,179,020	\$7,463,674	\$8,358,759	\$6,944,247	\$7,021,064
Staten Island	\$9,445,850	\$8,525,387	\$8,351,762	\$6,690,632	\$5,870,770
Comprehensive College Total	\$44,061,337	\$25,186,436	\$25,357,028	\$22,110,623	\$21,587,912
Community					
BMCC	\$7,867,265	\$8,723,970	\$7,446,371	\$8,098,075	\$6,843,569
Bronx	\$6,159,851	\$6,782,830	\$6,389,954	\$5,793,343	\$5,339,859
Guttman	---	---	---	---	\$654,446
Hostos	\$3,588,387	\$4,452,458	\$5,348,630	\$6,035,376	\$6,785,732
Kingsborough	\$5,052,288	\$5,072,036	\$14,784,198	\$10,657,634	\$10,799,164
LaGuardia	\$16,902,509	\$16,975,518	\$16,986,775	\$14,819,643	\$15,651,120
Queensborough	\$3,672,917	\$4,371,047	\$4,344,707	\$4,136,675	\$4,157,416
Community College Total	\$43,243,217	\$46,377,858	\$55,821,251	\$50,210,502	\$50,231,306
Graduate					
Graduate School	\$13,115,331	\$11,796,016	\$11,646,380	\$12,422,420	\$12,863,835
School of Journalism	\$349,445	\$775,735	\$1,132,609	\$1,445,013	\$1,467,785
Law School	\$575,891	\$399,792	\$223,356	\$97,916	\$155,040
University Total	\$285,427,588	\$287,224,387	\$295,656,430	\$278,078,501	\$271,008,130

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. FY2013 figures have been revised from last year's PMP report to reflect final data, and FY2014 figures are preliminary.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.2 Colleges will prioritize spending for student academic and support services.

New Indicator

Spending of technology fee as a percentage of technology fee revenue

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014</u> <u>Preliminary</u>
Senior					
Baruch	104.7	101.5	88.1	125.1	79.5
Brooklyn	128.4	93.6	90.1	90.4	103.1
City	82.6	97.6	116.6	85.6	72.7
Hunter	86.0	71.9	71.9	76.3	171.8
John Jay	118.0	99.7	84.5	94.1	64.7
Lehman	104.4	106.5	86.6	92.6	72.4
Queens	78.7	91.0	107.6	150.3	90.1
York	94.2	97.9	78.1	98.6	98.5
Senior College Average	98.3	93.4	91.0	102.0	91.3
Comprehensive					
Medgar Evers	52.2	75.1	57.9	219.4	58.9
NYCCT	89.9	83.9	94.0	109.1	90.3
Staten Island	114.1	101.0	78.9	83.9	99.6
Comprehensive College Average	92.1	89.0	81.4	118.6	88.4
Community					
BMCC	99.4	96.7	96.3	91.2	156.4
Bronx	97.4	68.1	80.5	56.9	84.2
Guttman	---	---	---	N/A	82.9
Hostos	99.2	101.0	91.6	106.0	91.8
Kingsborough	97.2	99.2	99.3	107.6	96.5
LaGuardia	103.7	96.2	99.5	92.9	78.6
Queensborough	99.0	101.1	98.4	99.3	96.2
Community College Average	99.5	95.1	95.5	91.9	103.8
Graduate					
Graduate School	70.5	106.7	73.6	143.1	121.3
School of Journalism	86.0	143.3	98.2	96.5	63.1
School of Professional Studies	78.9	69.8	118.9	0.0	0.3
Law School	102.5	0.0	382.0	0.0	70.2
University Average	97.1	93.3	91.3	100.8	94.5

Note: Source University Budget Office. FY2013 data are final, and data for FY2014 are preliminary. Data for the Graduate School, School of Journalism, School of Professional Studies and the Law School are not included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.2 Colleges will prioritize spending for student academic and support services.

New Indicator

Spending on student services as a percentage of tax-levy budget

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	9.2	9.3	10.5	11.4	10.6
Brooklyn	9.8	10.1	9.8	10.2	10.1
City	6.0	5.6	5.8	5.5	4.4
Hunter	7.2	7.0	6.8	6.4	6.9
John Jay	8.1	8.2	8.1	9.2	9.5
Lehman	7.9	7.6	7.6	7.7	7.7
Queens	8.1	8.1	8.1	8.0	8.2
York	8.7	8.7	7.9	7.7	7.9
Senior College Average	8.0	7.9	8.0	8.1	8.0
Comprehensive					
Medgar Evers	8.8	8.5	7.8	8.0	8.2
NYCCT	7.8	7.4	7.8	8.2	7.1
Staten Island	8.5	8.9	8.4	8.8	9.5
Comprehensive College Average	8.3	8.3	8.0	8.4	8.3
Community					
BMCC	8.1	8.0	7.8	7.5	8.5
Bronx	10.2	10.1	10.2	9.5	9.2
Guttman	---	---	---	7.2	8.0
Hostos	13.0	12.0	12.1	12.2	11.7
Kingsborough	12.9	12.8	12.8	13.1	12.0
LaGuardia	9.4	8.9	8.9	9.7	9.5
Queensborough	9.5	10.1	9.3	9.1	8.3
Community College Average	10.2	10.0	9.9	9.8	9.6
Graduate					
Graduate School	8.5	14.8	10.3	11.9	13.0
School of Journalism	14.6	11.9	14.0	13.3	11.6
School of Professional Studies	5.6	4.2	6.6	4.1	0.0
Law School	10.5	10.4	11.2	11.1	11.1
University Average	8.7	9.0	8.7	8.9	8.8

Note: Source University Budget Office. FY2013 data are final, and data for FY2014 are preliminary. Data for the Graduate School, School of Journalism, School of Professional Studies and the Law School are not included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.2 Colleges will prioritize spending for student academic and support services.

New Indicator

Spending on instruction and departmental research as a percentage of tax-levy budget

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	63.7	59.6	61.7	62.3	63.0
Brooklyn	57.9	59.3	59.9	59.8	61.3
City	65.7	64.9	66.1	67.3	67.0
Hunter	63.5	63.5	62.8	61.4	63.0
John Jay	64.9	64.1	61.4	67.6	62.0
Lehman	61.5	64.3	60.6	61.2	60.4
Queens	60.3	61.4	62.8	61.7	62.2
York	54.5	56.5	54.9	55.1	57.9
Senior College Average	62.0	62.1	61.9	62.5	62.6
Comprehensive					
Medgar Evers	54.8	52.7	51.2	55.5	52.1
NYCCT	65.6	63.0	67.0	66.3	65.4
Staten Island	60.6	61.6	59.3	60.5	63.7
Comprehensive College Average	61.2	60.1	60.2	61.6	61.9
Community					
BMCC	52.6	52.3	53.3	52.2	44.8
Bronx	54.1	54.2	53.4	54.2	47.7
Guttman	---	---	---	16.6	25.6
Hostos	46.7	47.4	49.2	46.3	41.7
Kingsborough	55.8	57.1	56.2	56.5	50.2
LaGuardia	50.8	51.7	50.9	50.4	48.8
Queensborough	64.3	64.6	65.8	64.7	54.8
Community College Average	54.4	54.8	55.0	53.4	47.5
Graduate					
Graduate School	65.2	65.1	64.6	63.3	61.2
School of Journalism	55.8	53.2	53.6	57.1	56.6
School of Professional Studies	74.8	74.0	78.0	76.1	71.9
Law School	48.1	54.1	48.7	48.1	46.2
University Average	59.9	59.9	59.8	59.6	57.6

Note: Source University Budget Office. FY2013 data are final, and data for FY2014 are preliminary. Data for the Graduate School, School of Journalism, School of Professional Studies and the Law School are not included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.1 Colleges will improve the delivery of administrative services to students.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.58 (1.29)
<hr/>	
Comprehensive	
Medgar Evers	4.54 (1.38)
NYCCT	4.43 (1.28)
Staten Island	4.37 (1.30)
Comprehensive College Average	4.42 (1.31)
<hr/>	
Community	
BMCC	4.89 (1.32)
Bronx	5.10 (1.19)
Guttman	5.45 (1.09)
Hostos	4.90 (1.24)
Kingsborough	4.86 (1.29)
LaGuardia	4.40 (1.42)
Queensborough	4.79 (1.25)
Community College Average	4.77 (1.34)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.1 Colleges will improve the delivery of administrative services to students.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.64 (1.27)
<hr/>	
Comprehensive	
Medgar Evers	4.51 (1.42)
NYCCT	4.40 (1.30)
Staten Island	4.22 (1.33)
Comprehensive College Average	4.37 (1.34)
<hr/>	
Community	
BMCC	5.07 (1.19)
Bronx	5.27 (1.12)
Guttman	5.43 (1.12)
Hostos	5.15 (1.13)
Kingsborough	5.09 (1.18)
LaGuardia	4.72 (1.27)
Queensborough	5.13 (1.12)
Community College Average	5.01 (1.21)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

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 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.1 Colleges will improve the delivery of administrative services to students.

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

	<u>2013</u>
Senior	
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)
Senior College Average	4.83 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.53 (1.32)
NYCCT	4.53 (1.17)
Staten Island	4.54 (1.16)
Comprehensive College Average	4.53 (1.19)
<hr/>	
Community	
BMCC	4.93 (1.15)
Bronx	5.16 (1.06)
Guttman	5.70 (0.94)
Hostos	5.00 (1.04)
Kingsborough	4.98 (1.13)
LaGuardia	4.64 (1.20)
Queensborough	4.90 (1.06)
Community College Average	4.91 (1.16)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: This indicator combines three separate Noel-Levitz scales (Academic Advising, Campus Support Services, and Concern for the Individual) for senior and comprehensive colleges. The three scales used for the senior colleges are also used for the community colleges combined with one additional Noel-Levitz scale: Academic Services. 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 survey 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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	47.6	48.6	49.5	48.8	47.5
Brooklyn	41.0	40.2	38.3	36.2	34.0
City	42.4	41.9	40.2	40.2	38.8
Hunter	54.5	54.1	53.4	53.2	53.8
John Jay	---	---	46.2	42.8	39.3
Lehman	49.8	50.2	50.5	51.3	50.9
Queens	44.7	44.8	42.5	43.0	40.5
York	50.7	50.6	48.2	47.3	47.2
Senior College Average	47.1	47.1	46.1	45.4	44.0
Comprehensive					
John Jay	40.3	40.5	---	---	---
Medgar Evers	51.0	51.8	49.2	48.5	47.5
NYCCT	44.0	43.0	42.6	42.7	41.3
Staten Island	53.7	52.7	53.7	53.9	52.8
Comprehensive College Average	46.5	46.2	48.1	48.2	46.9
Community					
BMCC	37.2	37.0	42.5	38.3	47.6
Bronx	41.5	42.3	41.9	42.2	40.1
Guttman	---	---	---	17.4	20.7
Hostos	33.0	32.9	33.6	32.5	31.9
Kingsborough	25.9	27.2	27.0	26.7	27.4
LaGuardia	36.6	36.8	35.7	34.8	34.5
Queensborough	36.9	35.2	36.7	35.1	35.4
Community College Average	34.9	34.9	36.3	34.8	37.0
University Average	42.6	42.5	42.8	41.9	41.9

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.

University Performance Management Process

2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

New Indicator

Energy use intensity

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>
Senior					
Baruch	19.7	20.1	18.7	20.2	19.2
Brooklyn	27.4	26.8	28.0	30.3	27.0
City	21.5	20.4	22.5	24.1	21.9
Hunter	21.3	21.3	21.2	21.5	19.3
John Jay	---	---	23.8	22.2	23.7
Lehman	27.9	22.0	23.5	21.8	20.0
Queens	19.8	19.8	20.8	20.6	18.0
York	23.1	22.0	21.9	22.7	21.1
Senior College Average	22.7	21.7	22.6	23.2	21.2
Comprehensive					
John Jay	19.6	21.9	---	---	---
Medgar Evers	19.5	19.5	23.4	28.3	26.9
NYCCT	17.0	17.8	19.2	17.2	13.6
Staten Island	27.2	26.7	27.1	24.1	23.1
Comprehensive College Average	21.6	22.1	23.5	22.4	20.4
Community					
BMCC	33.6	30.6	31.6	31.0	32.3
Bronx	18.3	24.3	23.0	23.5	17.4
Guttman					
Hostos	22.0	22.3	22.7	21.9	21.1
Kingsborough	28.8	28.4	28.6	28.9	23.2
LaGuardia	14.4	13.7	14.0	14.8	13.3
Queensborough	32.2	25.1	28.2	27.6	26.4
Community College Average	24.0	23.2	23.7	23.8	21.0
University Average	22.8	22.2	23.0	23.3	21.1

Note: EUI was computed as follows: Energy consumed by a college during a year (including gas, electricity, steam or fuel oil) is converted into a single energy unit, known as MMBTU. The MMBTU for a college is divided by the gross square footage (GSF) of the college, for the EUI metric.

University Performance Management Process

2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

New Indicator

Ratio of recycling to tons of total waste

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	16.9	64.3	63.6	73.6
Brooklyn	36.7	30.9	30.6	31.7
City	38.4	37.3	50.0	39.2
Hunter	13.0	19.0	17.7	15.0
John Jay	21.3	22.7	23.6	24.0
Lehman	64.4	62.6	56.8	52.9
Queens	27.4	39.5	31.7	38.8
York	38.4	37.1	32.4	32.4
Senior College Average	36.0	44.4	41.8	37.2
Comprehensive				
Medgar Evers	42.7	91.1	69.8	65.9
NYCCT	15.1	14.8	15.2	13.8
Staten Island	34.9	31.7	47.5	59.3
Comprehensive College Average	25.0	65.1	37.7	41.3
Community				
BMCC	42.4	44.2	42.4	35.2
Bronx	34.0	36.7	41.6	47.1
Guttman	---	---	---	---
Hostos	56.3	67.6	63.0	67.4
Kingsborough	32.1	36.5	44.7	34.9
LaGuardia	33.4	28.0	62.7	38.2
Queensborough	52.1	36.7	26.3	31.1
Community College Average	39.4	38.7	42.9	39.1
Graduate				
Graduate School	7.7	9.0	7.8	1.9
Law School	35.7	35.0	33.8	60.2
University Average	33.7	48.4	40.4	37.4

Note: Waste data was provided by Sustainable CUNY, originating from individual college annual Executive Order 4 Reports. "Ratio of Recycling to Tons of Total Waste" was computed as (recycling + compost) divided by (regular waste + recycling + compost).

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.3 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

New Indicator

Pounds of regular waste per FTE

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	79.3	48.2	46.8	22.1
Brooklyn	47.6	48.4	48.0	52.0
City	39.2	64.2	87.7	107.8
Hunter	87.0	82.6	94.4	142.4
John Jay	34.2	35.4	35.8	38.9
Lehman	117.6	128.6	98.2	110.2
Queens	97.3	88.5	67.8	75.7
York	55.6	56.4	53.8	52.9
Senior College Average	70.7	68.9	67.5	78.1
Comprehensive				
Medgar Evers	47.9	84.1	55.7	64.8
NYCCT	140.8	137.6	130.1	146.3
Staten Island	61.3	74.1	43.1	35.1
Comprehensive College Average	90.8	102.1	81.7	87.2
Community				
BMCC	27.5	26.7	25.2	24.6
Bronx	74.9	84.6	110.8	110.2
Guttman	---	---	---	---
Hostos	22.9	21.6	21.3	22.3
Kingsborough	42.0	64.2	64.3	74.9
LaGuardia	21.3	27.0	26.6	88.6
Queensborough	24.8	105.2	98.4	94.6
Community College Average	34.3	53.4	55.3	67.6
Graduate				
Graduate School	131.0	131.9	129.0	128.6
Law School	138.8	151.2	104.0	37.6
University Average	62.5	69.6	66.4	76.4

Note: Waste data was provided by Sustainable CUNY, originating from individual college annual Executive Order 4 Reports. "Pounds of Regular Waste per FTE" represents regular waste divided by (student FTEs + faculty and staff FTEs). Annual student FTEs are the average of fall and spring FTEs. Annual faculty and staff FTEs reflect fall and spring averages computed from CUNYfirst Human Resources (HR) extracts. Full-time employees are 1 FTE, part-time non-faculty employees are .5 FTEs, and part-time faculty are .33 FTEs. City College includes FTEs for the Sophie Davis School of Biomedical Education.

University Performance Management Process 2013-14 Year-End Report - Final

PART B. CONTEXT INDICATORS

University Performance Management Process

2013-14 Year-End Report

Goal: Raise Academic Quality

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

University Target: 1.3 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered totally online

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	0.1	0.2	0.4	0.8	0.8
Brooklyn	1.9	2.3	2.3	2.3	2.5
City	0.0	0.3	0.3	0.3	0.3
Hunter	0.6	0.3	0.2	0.3	0.6
John Jay	---	---	4.1	4.5	4.8
Lehman	3.6	4.7	5.7	0.5	0.0
Queens	0.3	0.2	0.4	0.4	0.5
York	0.5	0.6	0.8	0.6	0.8
Senior College Average	0.9	1.0	1.5	1.2	1.3
Comprehensive					
John Jay	3.2	3.6	---	---	---
Medgar Evers	1.3	1.4	1.4	1.5	1.8
NYCCT	0.6	0.9	0.8	1.0	0.0
Staten Island	0.6	0.7	0.6	0.7	0.5
Comprehensive College Average	1.5	1.7	0.8	1.0	0.5
Community					
BMCC	0.8	1.0	1.1	1.3	0.0
Bronx	2.0	0.6	0.1	0.2	0.1
Guttman	---	---	---	0.0	0.0
Hostos	1.1	1.3	1.2	0.0	0.0
Kingsborough	0.4	0.8	0.8	0.0	0.9
LaGuardia	0.0	0.2	0.3	0.0	0.0
Queensborough	0.5	0.5	0.5	0.4	0.4
Community College Average	0.7	0.7	0.7	0.4	0.3
University Average	0.9	1.1	1.1	0.9	0.8

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 2013-14 Year-End Report

Goal: Raise Academic Quality

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

University Target: 1.3 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered partially online

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	0.0	1.1	2.5	2.1	2.0
Brooklyn	9.5	10.9	13.1	6.2	6.7
City	0.0	0.2	0.8	1.0	1.1
Hunter	4.0	4.7	6.3	6.3	7.5
John Jay	---	---	0.9	1.0	1.1
Lehman	4.4	6.2	8.0	14.9	17.4
Queens	1.2	4.2	1.5	2.4	2.5
York	0.6	1.6	2.1	3.8	3.6
Senior College Average	2.9	4.3	4.4	4.3	5.4
Comprehensive					
John Jay	0.2	0.6	---	---	---
Medgar Evers	1.0	1.3	1.1	1.5	1.9
NYCCT	4.4	3.1	4.2	4.8	5.1
Staten Island	0.6	1.1	1.8	2.2	3.0
Comprehensive College Average	1.6	1.5	2.7	3.2	3.7
Community					
BMCC	0.1	0.2	0.7	0.6	2.6
Bronx	0.0	1.6	1.9	1.7	1.7
Guttman	---	---	---	5.2	2.9
Hostos	1.4	1.0	1.7	4.9	4.4
Kingsborough	13.3	13.5	17.5	3.2	2.6
LaGuardia	0.4	0.7	0.9	2.7	4.9
Queensborough	0.3	0.7	1.9	2.6	2.7
Community College Average	3.0	3.4	4.5	2.3	3.1
University Average	2.7	3.4	4.2	3.4	4.1

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 2013-14 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 Colleges will build research capacity and increase research productivity, including pedagogical research.

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

	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Senior					
Baruch	44.5	50.4	78.9	99.4	100.0
Brooklyn	100.0	100.0	86.9	100.0	100.0
City	54.1	65.0	88.9	98.0	91.2
Hunter	97.1	98.1	99.0	95.0	96.3
John Jay	---	---	32.3	91.3	96.6
Lehman	0.4	100.0	65.5	97.7	100.0
Queens	99.5	99.8	97.3	100.0	99.5
York	38.3	57.4	94.9	68.6	92.3
Senior College Average	69.9	83.4	82.8	95.9	97.2
Comprehensive					
John Jay	26.9	100.0	---	---	---
Medgar Evers	100.0	0.9	86.2	98.2	100.0
NYCCT	94.6	91.0	98.6	99.1	97.9
Staten Island	59.3	26.0	95.3	99.6	99.6
Comprehensive College Average	65.6	64.1	95.2	99.1	98.9
Community					
BMCC	19.9	99.4	90.9	100.0	100.0
Bronx	26.9	30.1	34.9	100.0	100.0
Guttman	---	---	---	100.0	92.9
Hostos	25.0	98.2	94.9	98.3	98.3
Kingsborough	99.0	49.8	71.6	66.1	100.0
LaGuardia	17.3	16.1	92.5	100.0	100.0
Queensborough	39.0	39.5	74.0	43.4	73.7
Community College Average	37.9	57.4	77.1	83.4	94.9
Graduate					
Graduate School	77.6	31.6	55.8	92.2	95.7
School of Journalism	100.0	88.9	90.0	66.7	100.0
School of Professional Studies	0.0	100.0	100.0	100.0	100.0
Law School	0.0	100.0	90.0	100.0	100.0
University Average	61.1	72.1	82.5	92.9	96.8

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. The Graduate School's scholarship average, as reported in the PMP data book, reflects scholarship of just the Central Line faculty, and not also consortial faculty who are based on other CUNY campuses.

University Performance Management Process

2013-14 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.

Percentage of annual instructional FTEs delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	53.4	52.8	51.2	49.9
Brooklyn	48.1	44.1	44.8	49.3
City	49.3	51.7	51.1	47.9
Hunter	42.8	38.9	36.7	35.7
John Jay	---	---	36.7	38.1
Lehman	48.0	47.9	51.7	52.4
Queens	49.7	46.1	43.8	44.1
York	51.6	55.9	50.0	45.6
Senior College Average	48.4	46.9	44.8	44.5
Comprehensive				
John Jay	44.0	39.8	---	---
Medgar Evers	48.5	44.6	41.9	42.5
NYCCT	49.8	46.6	45.9	44.4
Staten Island	37.5	34.9	38.3	36.5
Comprehensive College Average	44.4	41.0	42.1	40.8
Community				
BMCC	46.2	44.3	45.9	48.8
Bronx	57.6	57.0	54.7	57.5
Guttman	---	---	---	65.4
Hostos	61.5	56.1	53.8	55.4
Kingsborough	52.6	54.6	54.8	57.1
LaGuardia	40.4	41.0	39.4	39.6
Queensborough	51.9	52.2	49.8	59.7
Community College Average	49.8	49.5	48.6	50.8
University Average				
	48.1	46.7	45.9	46.8
Graduate				
Graduate School	93.6	92.7	94.2	92.7
School of Journalism	71.1	69.8	65.8	65.0
Law School	88.1	87.7	79.0	89.5

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 April 28, 2014.

University Performance Management Process

2013-14 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.

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

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	66.3	67.0	61.3	61.9
Brooklyn	50.9	50.2	53.5	57.5
City	61.2	63.8	65.8	67.8
Hunter	48.8	47.5	49.0	50.2
John Jay	---	---	59.8	58.9
Lehman	65.4	67.3	69.5	67.2
Queens	64.3	61.2	59.8	61.6
York	88.2	99.9	94.6	82.9
Senior College Average	57.7	57.4	57.7	59.0
Comprehensive				
John Jay	64.2	62.7	---	---
Staten Island	64.3	55.1	64.4	63.7
Comprehensive College Average	64.2	59.8	64.4	63.7
University Average				
	58.5	57.7	58.0	59.2
Graduate				
Graduate School	93.6	92.7	94.2	92.7
School of Journalism	71.1	69.8	65.8	65.0
Law School	88.1	87.7	79.0	89.5

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 2013-14 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>	<u>2012-13</u>
Senior				
Baruch	293	289	295	304
Brooklyn	286	263	299	321
City	310	260	278	310
Hunter	403	394	405	426
John Jay	---	---	168	208
Lehman	172	157	178	178
Queens	291	297	315	316
York	88	85	90	98
Senior College Total	1,843	1,745	2,028	2,161
Comprehensive				
John Jay	160	136	---	---
Medgar Evers	72	75	75	79
NYCCT	186	138	175	161
Staten Island	197	189	187	197
Comprehensive College Total	615	538	437	437
Community				
BMCC	210	201	205	209
Bronx	133	111	116	123
Guttman	---	---	---	---
Hostos	76	74	78	79
Kingsborough	154	138	71	81
LaGuardia	124	119	122	126
Queensborough	160	137	149	146
Community College Total	857	780	741	764
Graduate				
Graduate School	107	98	108	91
School of Journalism	4	3	4	2
School of Professional Studies	---	1	1	2
Law School	24	22	19	22
University Total	3,450	3,187	3,338	3,479

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. Faculty (veteran and new) with workload greater than 60 hours are excluded. Chairs are included. 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 2013-14 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.

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

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	12.6	13.0	13.7	13.7
Brooklyn	13.2	13.2	13.7	13.9
City	16.1	14.8	13.9	12.2
Hunter	13.6	12.7	12.6	12.9
John Jay	---	---	13.9	13.8
Lehman	15.1	16.9	15.6	16.1
Queens	15.2	14.9	13.7	14.7
York	15.1	15.7	15.3	14.9
Senior College Average	14.4	14.2	13.9	13.9
Comprehensive				
John Jay	14.2	14.1	---	---
Medgar Evers	14.3	14.8	14.3	16.0
NYCCT	19.0	16.6	16.0	16.7
Staten Island	15.8	14.6	15.1	14.9
Comprehensive College Average	16.1	15.1	15.4	15.9
Community				
BMCC	20.9	20.6	20.2	22.0
Bronx	21.9	21.4	19.4	21.8
Guttman	---	---	---	11.0*
Hostos	19.9	21.1	20.7	20.6
Kingsborough	19.7	20.3	24.9	24.1
LaGuardia	21.8	19.4	18.1	19.7
Queensborough	22.6	21.2	21.7	20.5
Community College Average	21.2	20.5	20.5	21.1
Graduate				
Graduate School	10.9*	16.0*	11.8*	---
School of Journalism	9.0*	13.5*	13.1*	---
School of Professional Studies	---	---	---	15.0*
Law School	7.5*	7.7*	7.8*	19.0*
University Average	16.6	16.2	16.2	16.9

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. 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. Chairs are included. City College excludes the Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

University Performance Management Process 2013-14 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>	<u>2012-13</u>
Senior				
Baruch	78	75	60	42
Brooklyn	101	111	88	78
City	97	98	81	90
Hunter	97	113	115	100
John Jay	---	---	95	78
Lehman	49	61	75	60
Queens	107	110	106	85
York	54	72	60	53
Senior College Total	583	640	680	586
Comprehensive				
John Jay	107	120	---	---
Medgar Evers	34	33	32	28
NYCCT	98	123	119	87
Staten Island	81	86	75	74
Comprehensive College Total	320	362	226	189
Community				
BMCC	87	96	93	114
Bronx	36	46	50	47
Guttman	---	---	---	6
Hostos	32	37	33	36
Kingsborough	43	58	51	62
LaGuardia	71	93	95	124
Queensborough	56	72	80	81
Community College Total	325	402	402	470
Graduate				
Graduate School	5	3	3	---
School of Journalism	3	4	2	---
School of Professional Studies	---	---	---	1
Law School	2	3	3	3
University Total	1,238	1,414	1,316	1,249

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 nonteaching 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. Faculty (veteran and new) with workload greater than 60 hours are excluded. Chairs are included. 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 2013-14 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.

Undergraduate student-faculty ratio (average of fall and spring terms)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	18.4	18.3	19.6	19.0
Brooklyn	14.2	13.8	14.2	14.7
City	13.5	13.2	12.9	12.7
Hunter	15.4	14.2	14.5	14.4
John Jay	---	---	17.6	15.5
Lehman	13.2	13.2	13.7	13.6
Queens	15.2	15.6	15.7	15.3
York	16.6	17.2	17.9	17.6
Senior College Average	15.1	14.9	15.5	15.2
Comprehensive				
John Jay	18.1	17.6	---	---
Medgar Evers	18.1	18.0	18.6	17.9
NYCCT	15.7	16.4	16.2	16.0
Staten Island	16.9	16.9	17.2	16.5
Comprehensive College Average	17.0	17.1	17.0	16.5
Community				
BMCC	20.1	20.2	20.6	20.5
Bronx	17.9	17.8	18.2	18.8
Guttman	---	---	---	28.6
Hostos	17.8	17.6	17.5	18.0
Kingsborough	20.2	19.3	18.6	18.3
LaGuardia	17.3	16.7	17.3	17.2
Queensborough	19.6	18.5	18.9	18.8
Community College Average	19.0	18.5	18.7	18.7
University Average	16.9	16.7	17.0	16.8

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 2013-14 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 (unduplicated count across fall and spring terms)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	486	486	438	452
Brooklyn	517	511	499	512
City	570	558	540	554
Hunter	689	671	664	674
John Jay	---	---	346	365
Lehman	357	362	345	359
Queens	628	625	588	574
York	203	211	196	194
Senior College Total	3,450	3,424	3616	3,684
Comprehensive				
John Jay	420	365	---	---
Medgar Evers	176	174	164	155
NYCCT	394	385	378	391
Staten Island	354	332	328	331
Comprehensive College Total	1,344	1,256	870	877
Community				
BMCC	415	405	450	483
Bronx	264	286	286	288
Guttman	---	---	3	21
Hostos	167	163	171	168
Kingsborough	333	340	348	362
LaGuardia	272	295	302	312
Queensborough	339	335	331	377
Community College Total	1,790	1,824	1891	2,011
Graduate				
Graduate School	145	147	151	147
School of Journalism	28	35	31	36
School of Professional Studies	6	7	7	8
Law School	37	35	35	39
University Total	6,800	6,728	6,601	6,802

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

2013-14 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 FTE part-time faculty (unduplicated count across fall and spring terms)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	285	268	268	289
Brooklyn	343	343	342	290
City	435	370	376	403
Hunter	567	487	510	538
John Jay	---	---	324	335
Lehman	258	243	208	193
Queens	388	381	367	377
York	140	134	156	186
Senior College Total	2,416	2,225	2,551	2,610
Comprehensive				
John Jay	328	311	---	---
Medgar Evers	160	163	168	160
NYCCT	378	371	422	427
Staten Island	296	328	307	335
Comprehensive College Total	1,162	1,173	897	922
Community				
BMCC	458	482	508	473
Bronx	187	180	205	202
Guttman	---	---	---	4
Hostos	100	115	127	125
Kingsborough	277	295	294	303
LaGuardia	353	379	401	385
Queensborough	305	301	329	293
Community College Total	1,680	1,751	1,864	1,785
Graduate				
Graduate School	12	6	4	4
School of Journalism	8	9	10	12
School of Professional Studies	50	48	54	60
Law School	9	4	8	12
University Total	5,337	5,216	5,388	5,406

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 2013-14 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 executive and professional staff (unduplicated count across fall and spring terms)

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	292	293	287	319
Brooklyn	297	305	310	330
City	382	413	410	423
Hunter	413	420	421	453
John Jay	---	---	268	325
Lehman	261	275	272	276
Queens	327	331	319	329
York	190	190	183	179
Senior College Total	2,162	2,227	2,470	2,634
Comprehensive				
John Jay	264	264	---	---
Medgar Evers	190	190	196	201
NYCCT	220	218	209	218
Staten Island	209	219	217	242
Comprehensive College Total	883	891	622	661
Community				
BMCC	226	229	224	255
Bronx	180	188	190	202
Guttman	---	---	16	40
Hostos	151	152	160	184
Kingsborough	235	242	248	269
LaGuardia	313	299	304	319
Queensborough	213	228	227	245
Community College Total	1,318	1,338	1,369	1,514
Graduate				
Graduate School	240	248	241	261
School of Journalism	15	15	16	16
School of Professional Studies	50	56	62	65
Law School	55	57	63	62
University Total	4,723	4,832	4,843	5,213

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 2013-14 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.

Mean hours of reassigned time for sponsored research for veteran faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	0.4	0.5	0.5	0.4
Brooklyn	0.6	0.9	0.9	0.6
City	1.6	1.1	1.4	1.8
Hunter	0.8	0.9	0.8	0.8
John Jay	---	---	0.9	0.7
Lehman	0.9	0.6	0.4	0.5
Queens	0.2	0.3	0.4	0.2
York	0.7	0.6	0.7	0.4
Senior College Average	0.8	0.7	0.8	0.7
Comprehensive				
John Jay	0.7	0.7	---	---
Medgar Evers	0.4	1.0	1.4	1.2
NYCCT	0.5	0.8	0.9	1.0
Staten Island	0.4	0.4	0.6	0.5
Comprehensive College Average	0.5	0.7	0.8	0.8
Community				
BMCC	0.2	0.3	0.2	0.3
Bronx	2.1	1.2	1.2	1.6
Guttman	---	---	---	---
Hostos	2.0	1.4	0.8	0.4
Kingsborough	0.9	0.6	0.3	0.2
LaGuardia	1.6	1.7	1.2	0.9
Queensborough	0.3	0.6	0.5	0.3
Community College Average	1.0	0.9	0.6	0.6
Graduate				
Graduate School	0.1	0.0	0.1	0.0
School of Journalism	2.3*	0.0*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*	0.0*
Law School	0.0*	0.0*	0.0*	0.0*
University Average	0.8	0.7	0.7	0.7

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 have workload in 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. 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. Chairs are included. Sponsored research hours are credited to a faculty member's appointment college. City College excludes the Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

University Performance Management Process 2013-14 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.

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>	<u>2012-13</u>
Senior				
Baruch	1.6	1.3	1.4	2.0
Brooklyn	1.6	1.7	1.7	1.3
City	2.7	2.2	4.4	6.6
Hunter	1.5	1.9	1.4	1.9
John Jay	---	---	1.5	1.3
Lehman	0.6	0.4	0.7	0.5
Queens	1.4	1.2	2.3	1.5
York	3.1	1.3	5.8	0.5
Senior College Average	1.8	1.5	2.3	2.2
Comprehensive				
John Jay	0.7	1.4	---	---
Medgar Evers	0.5	0.8	0.7	0.8
NYCCT	0.8	0.8	0.8	1.0
Staten Island	0.7	1.8	0.6	0.6
Comprehensive College Average	0.7	1.2	0.7	0.8
Community				
BMCC	1.3	1.4	0.5	0.1
Bronx	1.5	1.6	6.5	5.1
Guttman	---	---	---	0.0
Hostos	1.7	3.3	3.8	0.8
Kingsborough	0.9	0.9	0.1	0.2
LaGuardia	2.6	2.6	2.1	1.0
Queensborough	0.2	0.6	0.3	0.3
Community College Average	1.4	1.7	1.8	0.9
Graduate				
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*	0.0*
Law School	0.0*	0.0*	0.0*	0.0*
University Average	1.4	1.5	1.8	1.5

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 have workload in 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. Release time coded as NWHIR (reassigned time for new hire) is not counted in the numerator. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are also excluded. Chairs are included. Sponsored/Unsponsored research hours are credited to a faculty member's appointment college. City College excludes the Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

University Performance Management Process 2013-14 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.

Percentage of veteran faculty with reassigned time for sponsored research

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior				
Baruch	10.6	10.7	10.5	6.6
Brooklyn	13.6	14.4	13.4	10.9
City	32.8	25.1	28.0	34.5
Hunter	16.4	15.0	15.3	16.0
John Jay	---	---	14.3	13.9
Lehman	18.0	15.3	8.4	8.9
Queens	4.1	3.7	6.3	3.5
York	14.8	7.1	10.0	6.1
Senior College Average	15.9	13.4	13.7	13.5
Comprehensive				
John Jay	10.6	11.8	---	---
Medgar Evers	4.2	10.7	14.7	15.2
NYCCT	11.8	13.0	12.6	12.4
Staten Island	8.1	6.9	8.0	6.6
Comprehensive College Average	9.4	10.2	11.0	10.3
Community				
BMCC	3.8	7.0	4.4	4.8
Bronx	36.1	25.2	21.6	21.1
Guttman	---	---	---	---
Hostos	26.3	24.3	10.3	7.6
Kingsborough	22.7	18.1	8.5	4.8
LaGuardia	27.4	27.7	20.5	13.5
Queensborough	6.3	13.1	10.1	6.8
Community College Average	18.1	17.4	11.9	9.5
Graduate				
Graduate School	1.9	0.0	0.9	1.1
School of Journalism	25.0*	0.0*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*	0.0*
Law School	0.0*	0.0*	0.0*	0.0*
University Average	14.8	13.3	12.4	11.8

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 have workload in 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". 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. Chairs are included. Sponsored research hours are credited to a faculty member's appointment college. City College excludes the Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

University Performance Management Process 2013-14 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.

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>	<u>2012-13</u>
Senior				
Baruch	29.5	24.0	28.3	42.9
Brooklyn	21.8	28.8	22.7	21.8
City	48.5	40.8	77.8	94.4
Hunter	36.1	43.4	40.9	41.0
John Jay	---	---	27.4	25.6
Lehman	10.2	8.2	16.0	10.0
Queens	44.9	35.1	59.8	30.6
York	64.8	31.9	86.7	9.4
Senior College Average	36.9	32.1	44.2	37.2
Comprehensive				
John Jay	16.8	29.2	---	---
Medgar Evers	8.8	15.2	12.5	14.3
NYCCT	15.3	16.3	13.3	21.8
Staten Island	14.8	37.2	12.0	16.2
Comprehensive College Average	15.0	25.4	12.8	18.5
Community				
BMCC	29.9	24.0	10.8	2.6
Bronx	33.3	41.3	82.0	85.1
Guttman	---	---	---	0.0*
Hostos	21.9	56.8	57.6	22.2
Kingsborough	48.8	31.0	9.8	9.1
LaGuardia	53.5	51.6	46.3	20.2
Queensborough	5.4	13.9	7.5	4.9
Community College Average	32.9	34.6	31.1	18.1
Graduate				
Graduate School	0.0*	0.0*	0.0*	---
School of Journalism	33.3*	0.0*	0.0*	---
School of Professional Studies	---	---	---	0.0*
Law School	0.0*	0.0*	0.0*	0.0*
University Average	30.0	30.9	34.5	27.1

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 have workload 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. Release time coded as NWHIR (reassigned time for new hire) is not counted in the numerator. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are also excluded. Chairs are included. Sponsored/Unsponsored research hours are credited to a faculty member's appointment college. City College excludes the Sophie Davis School of Biomedical Education. *Based on fewer than 25 faculty members.

University Performance Management Process

2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	127	159	204	98	72
Brooklyn	205	251	302	138	176
City	194	187	241	276	240
Hunter	117	108	104	107	122
John Jay	---	---	521	489	385
Lehman	304	327	293	234	243
Queens	258	264	209	144	181
York	250	218	213	207	189
Senior College Total	1,455	1,514	2,087	1,693	1,608
Comprehensive					
John Jay	403	544	---	---	---
Medgar Evers	84	62	52	51	44
NYCCT	74	69	67	79	81
Staten Island	76	73	72	65	52
Comprehensive College Total	637	748	191	195	177
University Total	2,092	2,262	2,278	1,888	1,785

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

University Performance Management Process

2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Pass rate of SEEK students in freshman composition

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	97.5	96.5	93.8	90.5	96.4
Brooklyn	76.2	76.8	72.6	83.9	85.9
City	87.2	92.9	91.2	94.6	92.7
Hunter	87.5	91.3	98.6	87.5	96.6
John Jay	---	---	69.6	73.9	78.2
Lehman	88.0	87.7	94.0	92.4	93.4
Queens	92.0	94.6	93.5	93.8	99.2
York	77.6	70.5	76.1	73.3	77.6
Senior College Average	85.7	86.3	83.3	84.4	87.9
Comprehensive					
John Jay	66.7	78.2	---	---	---
Medgar Evers	71.1	64.3	66.7*	57.7	66.7*
NYCCT	85.1	73.5	92.5	81.8	84.0
Staten Island	92.1	83.3	89.5	91.7*	96.0
Comprehensive College Average	72.2	77.4	85.9	77.7	83.3
University Average	82.2	83.8	83.5	83.9	87.5

Note: Based on baccalaureate degree-seeking SEEK students completing freshman composition in the fall of a given term. Passing grades are A+, A, A-, B+, B, B-, C+, C, P, CR, S. Non-passing grades are: C-, D+, D, D-, F, FINC, FAB, FPN, WF, NC, R, U. Excluded grades are: INC, PEN, AUD, ABS, W, WA, WU, Y, L, NG, Z and WN.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Pass rate of SEEK students in gateway mathematics

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	65.6	54.8	55.4	65.6	81.8
Brooklyn	58.9	71.1	80.8	56.4	75.4
City	45.1	68.7	79.5	55.3	72.7
Hunter	44.4	66.7	74.0	77.3	72.0
John Jay	---	---	54.2	58.2	69.4
Lehman	56.0	65.9	70.9	73.6	76.5
Queens	83.5	78.0	80.0	82.2	78.4
York	60.2	50.0	46.4	45.1	71.9
Senior College Average	61.1	64.0	65.1	63.3	73.8
Comprehensive					
John Jay	58.1	55.2	---	---	---
Medgar Evers	72.1	62.9	70.0	78.8	77.8
NYCCT	64.3	43.8	68.2	57.1	52.2
Staten Island	61.1	63.6*	38.1*	68.6	53.6
Comprehensive College Average	60.8	55.5	62.9	67.3	59.4
University Average	61.0	60.5	64.9	63.7	72.3

Note: Based on baccalaureate degree-seeking SEEK students completing gateway mathematics in the fall of a given term. Passing grades are A+, A, A-, B+, B, B-, C+, C, P, CR, S. Non-passing grades are: C-, D+, D, D-, F, FINC, FAB, FPN, WF, NC, R, U. Excluded grades are: INC, PEN, AUD, ABS, W, WA, WU, Y, L, NG, Z and WN.

*Based on fewer than 25 students.

University Performance Management Process

2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	85	102	101	51	45
Brooklyn	180	149	115	90	63
City	52	41	46	41	25
Hunter	67	52	47	53	32
John Jay	---	---	189	166	122
Lehman	102	90	91	78	72
Queens	130	95	61	97	85
York	88	82	87	99	95
Senior College Total	704	611	737	675	539
Comprehensive					
John Jay	120	147	---	---	---
Medgar Evers	25	35	18	21	24
NYCCT	56	39	53	54	78
Staten Island	143	137	140	109	119
Comprehensive College Total	344	358	211	184	221
University Total	1,048	969	948	859	760

Note: This indicator includes baccalaureate degree-seeking ESL students (those whose first basic skills essay was flagged as ESL). Based on students completing freshman composition in the fall of a given term. Passing grades are A+, A, A-, B+, B, B-, C+, C, P, CR, S. Non-passing grades are: C-, D+, D, D-, F, FINC, FAB, FPN, WF, NC, R, U. Excluded grades are: INC, PEN, AUD, ABS, W, WA, WD, WU, Y, L, NG, Z, WN, and missing grades.

University Performance Management Process

2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	92.0	95.0	88.7	100.0*	100.0*
Medgar Evers	82.2	87.0	88.4	83.2	86.7
NYCCT	94.5	96.6	94.3	96.4	97.5
Staten Island	92.9	94.2	93.8	95.7	96.4
Comprehensive College Average	91.0	93.9	92.2	93.3	94.5
Community					
BMCC	87.0	86.2	86.9	84.6	85.5
Bronx	81.8	81.4	81.2	80.2	78.6
Guttman	---	---	---	---	100.0*
Hostos	78.2	78.0	77.9	78.3	72.7
Kingsborough	77.0	76.3	73.1	80.4	84.3
LaGuardia	83.7	84.6	89.3	86.9	89.8
Queensborough	88.3	88.0	87.5	88.3	89.7
Community College Average	82.9	82.6	82.9	83.5	84.1
University Average	84.6	84.6	84.4	84.9	85.4

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 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	91.4	92.0	93.8	100.0*	100.0*
Medgar Evers	82.9	86.9	86.2	83.1	92.3
NYCCT	94.1	95.1	93.9	96.7	95.1
Staten Island	92.5	93.8	93.6	89.3	95.3
Comprehensive College Average	91.1	92.9	92.1	91.5	94.5
Community					
BMCC	82.9	82.5	80.2	82.2	84.2
Bronx	83.1	84.6	82.4	84.4	83.7
Guttman	---	---	---	---	100.0*
Hostos	83.8	81.4	75.7	78.0	83.5
Kingsborough	72.6	67.7	67.8	73.4	74.7
LaGuardia	78.9	79.3	85.3	86.6	86.5
Queensborough	84.5	88.3	86.6	86.7	84.9
Community College Average	80.5	79.9	79.6	82.0	82.8
University Average	82.7	82.3	81.8	83.4	84.3

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 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	69.1	77.5	73.8	81.8*	100.0*
Medgar Evers	63.4	68.8	75.3	69.4	47.4
NYCCT	90.7	92.2	88.2	69.4	51.3
Staten Island	89.5	84.6	86.5	72.9	61.5
Comprehensive College Average	80.2	82.7	83.1	70.8	54.4
Community					
BMCC	58.8	60.3	57.4	59.9	59.7
Bronx	40.0	40.9	42.0	40.9	43.4
Guttman	---	---	---	---	85.2
Hostos	69.5	61.6	65.1	62.4	55.4
Kingsborough	49.7	43.9	40.7	39.7	39.1
LaGuardia	61.5	61.3	61.4	56.1	57.8
Queensborough	59.8	60.3	61.1	54.7	51.0
Community College Average	55.5	54.1	53.5	51.9	51.5
University Average	61.5	60.6	59.4	55.5	52.0

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 data) 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). The rates for fall 2009 through fall 2012 were recalculated to reflect coding changes that ensure consistency of the last-in-sequence course identifiers in the show and performance data. 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 2013-14 Year-End Report

Goal: Improve Student Success

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

University Target: 3.1 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Number of entering freshmen and transfers with initial remedial need

	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior				
Baruch	165	321	106	112
Brooklyn	341	400	347	329
City	196	255	260	195
Hunter	118	137	97	72
John Jay	---	922	928	830
Lehman	415	570	377	424
Queens	328	335	291	304
York	502	634	615	540
Senior College Average	2,065	3,574	3,021	2,806
Comprehensive				
John Jay	883	---	---	---
Medgar Evers	1,001	1,186	1,035	996
NYCCT	1,848	2,129	1,851	2,177
Staten Island	1,896	1,843	1,993	1,679
Comprehensive College Average	5,628	5,158	4,879	4,852
Community				
BMCC	3,906	5,207	4,910	4,441
Bronx	1,771	2,379	2,014	2,156
Guttman	---	---	210	211
Hostos	1,135	1,380	972	1,343
Kingsborough	2,803	2,779	2,735	2,814
LaGuardia	2,755	3,147	3,192	2,948
Queensborough	2,392	3,238	2,653	2,717
Community College Average	14,762	18,130	16,686	16,630
University Average	22,455	26,862	24,586	24,288

University Performance Management Process 2013-14 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 student academic performance, particularly in the first 60 credits of study.

Percentage of students withdrawing from freshman composition

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	5.2	9.2	6.3	7.7	7.3
Brooklyn	3.6	3.3	3.0	2.8	3.4
City	5.4	4.0	5.2	3.7	3.8
Hunter	6.1	6.6	5.7	7.0	6.4
John Jay	---	---	10.7	7.9	7.0
Lehman	7.3	10.8	9.2	9.2	5.4
Queens	5.6	6.7	5.0	5.9	4.8
York	9.9	7.1	6.2	5.5	4.6
Senior College Average	6.0	6.8	6.7	6.4	5.7
Comprehensive					
John Jay	9.7	10.8	---	---	---
Medgar Evers	12.6	18.3	14.5	12.4	14.3
NYCCT	15.2	15.7	13.1	15.1	13.4
Staten Island	12.3	12.7	14.4	13.1	13.4
Comprehensive College Average	12.5	14.0	13.9	13.8	13.6
Community					
BMCC	16.9	18.5	17.0	15.0	15.0
Bronx	13.7	15.3	14.6	17.1	17.6
Guttman	---	---	---	---	---
Hostos	16.9	21.6	16.0	19.9	15.6
Kingsborough	17.1	16.0	16.8	17.5	17.5
LaGuardia	12.7	13.9	11.2	15.3	13.8
Queensborough	15.1	15.2	16.2	15.1	17.2
Community College Average	15.5	16.4	15.7	16.0	16.0
University Average	12.6	13.9	13.0	13.4	13.1

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

University Performance Management Process 2013-14 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 student academic performance, particularly in the first 60 credits of study.

Percentage of students withdrawing from gateway mathematics

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	14.9	17.3	16.2	16.1	18.8
Brooklyn	17.6	20.2	15.6	18.6	15.4
City	12.1	11.5	12.7	13.6	8.7
Hunter	10.4	12.5	9.1	8.2	7.7
John Jay	---	---	14.6	12.1	10.3
Lehman	13.4	19.5	16.2	13.8	13.7
Queens	12.6	15.1	15.0	12.9	14.3
York	8.6	17.0	10.3	10.1	11.7
Senior College Average	12.9	16.0	14.1	12.8	12.3
Comprehensive					
John Jay	10.8	16.9	---	---	---
Medgar Evers	10.8	13.1	11.4	11.0	10.3
NYCCT	17.4	19.7	21.6	17.3	18.6
Staten Island	15.6	18.5	19.0	18.3	17.3
Comprehensive College Average	14.3	17.8	19.0	16.6	16.8
Community					
BMCC	13.9	17.3	16.4	15.7	13.8
Bronx	24.7	24.7	19.4	22.2	26.6
Guttman	---	---	---	---	---
Hostos	14.6	16.3	16.1	16.5	15.1
Kingsborough	14.2	12.4	11.5	11.8	10.3
LaGuardia	12.8	11.8	10.3	14.6	13.4
Queensborough	22.0	25.3	20.7	19.2	19.6
Community College Average	16.5	18.1	15.8	16.2	15.8
University Average	14.7	17.5	16.1	15.2	14.9

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

University Performance Management Process 2013-14 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 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>	<u>Entering Class of Fall 2012</u>
Comprehensive					
Medgar Evers	59.4	58.1	62.0	54.8	60.1
NYCCT	66.9	68.3	69.4	69.9	66.3
Staten Island	71.5	70.8	72.8	72.7	70.6
Comprehensive College Average	67.4	67.1	69.1	67.8	66.6
Community					
BMCC	63.3	67.0	65.2	66.0	66.4
Bronx	66.6	61.5	59.7	55.8	59.0
Guttman	---	---	---	---	75.8
Hostos	58.4	64.2	65.0	65.2	68.2
Kingsborough	73.1	71.2	68.2	68.5	68.8
LaGuardia	67.4	70.0	69.4	66.2	64.4
Queensborough	73.5	72.9	73.9	70.4	72.9
Community College Average	67.5	68.7	67.5	66.2	67.2
University Average	67.5	68.3	67.9	66.6	67.1

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 2013-14 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 master's 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>
Senior					
Baruch	60.3	60.5	63.3	62.6	66.9
Brooklyn	43.3	48.5	48.4	53.8	51.2
City	35.0	38.9	40.0	42.0	42.0
Hunter	43.7	46.2	45.9	45.7	50.4
John Jay	---	---	39.4	43.1	43.4
Lehman	30.8	34.5	40.4	34.9	37.0
Queens	51.8	51.0	53.1	54.9	56.4
York	23.9	19.5	19.8	25.6	26.2
Senior College Average	44.5	45.7	46.2	47.6	48.3
Comprehensive					
John Jay	41.7	40.1	---	---	---
Medgar Evers	5.3*	23.3	38.9*	17.0	14.7
NYCCT	17.3	24.5	23.5	23.1	25.2
Staten Island	45.2	48.1	48.0	47.3	50.8
Comprehensive College Average	37.1	38.0	37.0	35.6	36.7
University Average	43.3	44.4	45.8	46.7	47.6

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 2013-14 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 master's 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>
Comprehensive					
John Jay	26.6	24.7	24.5	28.2	26.8
Medgar Evers	21.8	16.9	15.9	15.0	13.3
NYCCT	22.1	20.6	21.7	21.4	21.7
Staten Island	22.7	24.4	28.0	24.0	26.9
Comprehensive College Average	23.4	22.5	23.6	23.3	23.6
Community					
BMCC	22.9	21.6	22.7	25.4	26.1
Bronx	20.3	19.7	20.1	22.6	22.4
Guttman	---	---	---	---	---
Hostos	22.5	23.9	22.8	26.3	29.5
Kingsborough	34.5	32.7	34.0	31.3	35.9
LaGuardia	24.7	25.6	26.0	26.8	28.9
Queensborough	25.1	24.0	25.2	25.3	28.8
Community College Average	25.3	24.7	25.5	26.4	28.6
University Average	24.6	23.9	24.8	25.2	26.8

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 2013-14 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 master's 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>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>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>
Comprehensive					
John Jay	30.8	29.6	29.7	34.8	34.3
Medgar Evers	24.9	21.6	18.9	19.3	16.9
NYCCT	29.8	28.6	31.3	30.3	30.9
Staten Island	27.9	31.4	33.9	30.5	33.2
Comprehensive College Average	28.9	29.0	30.2	30.5	31.1
Community					
BMCC	27.5	25.7	27.1	29.1	29.7
Bronx	22.7	22.2	22.1	24.6	24.3
Guttman	---	---	---	---	---
Hostos	24.1	25.5	24.6	28.3	31.3
Kingsborough	38.7	36.3	37.1	34.4	39.2
LaGuardia	27.7	28.2	29.5	30.0	32.1
Queensborough	28.8	28.1	30.6	30.4	34.4
Community College Average	28.9	28.0	29.3	29.8	32.1
University Average	28.9	28.4	29.6	30.1	31.7

Note: Students are counted as graduates 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 2013-14 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 master's 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</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>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>
Comprehensive					
John Jay	15.8	13.1	11.6	13.8	13.5
Medgar Evers	11.9	14.6	10.2	14.7	15.3
NYCCT	10.9	10.1	8.5	11.2	11.5
Staten Island	12.5	12.0	10.2	11.0	12.3
Comprehensive College Average	12.8	11.9	10.0	12.2	12.5
Community					
BMCC	12.5	13.9	10.7	14.1	13.7
Bronx	13.1	13.4	11.3	14.6	16.1
Guttman	---	---	---	---	---
Hostos	8.7	9.7	11.1	11.6	11.9
Kingsborough	10.6	9.9	7.9	11.0	10.7
LaGuardia	11.1	10.1	8.5	9.9	10.2
Queensborough	14.2	11.8	12.7	14.3	13.8
Community College Average	12.1	11.8	10.3	12.7	12.7
University Average	12.3	11.8	10.2	12.5	12.7

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

University Performance Management Process 2013-14 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 a Content Specialty Test (CST)

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior					
Brooklyn	433	451	407	529	474
City	425	251	321	312	492
Hunter	416	530	641	556	595
Lehman	412	400	354	326	470
Queens	945	829	690	639	977
York	27	23	34	52	43
Senior College Total	2,658	2,484	2,447	2,414	3,051
Comprehensive					
Medgar Evers	28	28	23	16	36
NYCCT	9	5	4	4	13
Staten Island	254	218	283	285	113
Comprehensive College Total	291	251	310	305	162
University Total	2,949	2,735	2,757	2,719	3,213

University Performance Management Process 2013-14 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>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Senior					
Hunter	102	101	99	122	139
Lehman	65	41	80	59	75
Senior College Total	167	142	179	181	214
Comprehensive					
Medgar Evers	27	35	46	48	47
NYCCT	106	83	94	103	84
Staten Island	124	98	141	145	140
Comprehensive College Total	257	216	281	296	271
Community					
BMCC	173	162	184	178	171
Bronx	59	32	39	50	36
Guttman	---	---	---	---	---
Hostos	37	57	47	50	41
Kingsborough	132	132	155	158	166
LaGuardia	126	134	169	139	112
Queensborough	133	129	132	123	105
Community College Total	660	646	726	698	631
University Total	1,084	1,004	1,186	1,175	1,116

University Performance Management Process 2013-14 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>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior					
Hunter	102	89	98	96	112
Lehman	67	34	77	89	227
Senior College Total	169	123	175	185	339
Comprehensive					
Medgar Evers	28	34	48	48	47
NYCCT	107	80	95	105	80
Staten Island	127	101	143	146	136
Comprehensive College Total	262	215	286	299	263
Community					
BMCC	175	169	187	176	168
Bronx	55	35	40	53	34
Guttman	---	---	---	---	---
Hostos	39	58	39	54	46
Kingsborough	138	131	159	164	170
LaGuardia	132	143	171	141	111
Queensborough	137	132	136	122	90
Community College Total	676	668	732	710	619
University Total	1,107	1,006	1,193	1,194	1,221

University Performance Management Process

2013-14 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 baccalaureate-level nursing programs for licensed nurses

	<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>	<u>2012-13</u> <u>Graduates</u>
Senior					
Hunter	34	60	77	96	70
Lehman	79	104	98	142	227
York	26	34	34	37	27
Senior College Total	139	198	209	275	324
Comprehensive					
Medgar Evers	22	31	43	33	40
NYCCT	15	45	81	75	113
Staten Island	40	37	42	67	107
Comprehensive College Total	77	113	166	175	260
University Total	216	311	375	450	584

University Performance Management Process 2013-14 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

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

New Methodology

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

	<u>2010-11</u> <u>Graduates</u>	<u>2011-12</u> <u>Graduates</u>
Comprehensive		
John Jay	82.9	71.4*
Medgar Evers	71.2	83.3
NYCCT	65.8	62.8
Staten Island	79.2	54.8*
Comprehensive College Average	71.2	66.4
<hr/>		
Community		
BMCC	70.9	72.1
Bronx	72.2	69.7
Guttman	---	---
Hostos	67.4	73.5
Kingsborough	69.6	67.7
LaGuardia	70.5	72.9
Queensborough	70.7	69.2
Community College Average	70.6	71.0
<hr/>		
University Average	70.7	70.1

Note: Based on responses to the annual 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. This table reflects the NYSED reporting period: beginning with the 2010-2011 academic year, the collection period was changed to fall-spring-summer from summer-fall-spring.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

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

New Methodology

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

	<u>2010-11</u> <u>Graduates</u>	<u>2011-12</u> <u>Graduates</u>
Comprehensive		
John Jay	72.1	61.5*
Medgar Evers	68.1	67.4
NYCCT	79.2	75.3
Staten Island	82.0	71.4
Comprehensive College Average	76.4	71.9
Community		
BMCC	71.9	75.5
Bronx	68.7	71.4
Guttman	---	---
Hostos	63.8	71.6
Kingsborough	73.8	67.1
LaGuardia	68.5	73.0
Queensborough	68.4	78.7
Community College Average	69.8	73.3
University Average	71.2	73.0

Note: Based on responses to the annual 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. This table reflects the NYSED reporting period: beginning with the 2010-2011 academic year, the collection period was changed to fall-spring-summer from summer-fall-spring.

*Based on fewer than 25 students.

University Performance Management Process 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	1,442	1,260	1,311	1,185	1,254
Brooklyn	977	1,157	1,153	1,148	1,193
City	1,773	1,389	1,517	1,397	1,444
Hunter	2,028	1,788	2,177	1,971	1,976
John Jay	---	---	1,766	1,908	1,861
Lehman	773	641	626	551	588
Queens	1,712	1,491	1,444	1,449	1,364
York	1,045	1,103	955	1,111	994
Senior College Total	9,750	8,829	10,949	10,720	10,674
Comprehensive					
John Jay	2,872	2,015	---	---	---
Medgar Evers	1,378	1,188	1,201	1,045	1,046
NYCCT	3,251	2,930	3,127	2,861	3,353
Staten Island	2,688	2,342	2,458	2,556	2,807
Comprehensive College Total	10,189	8,475	6,786	6,462	7,206
Community					
BMCC	4,301	5,176	6,270	6,056	5,403
Bronx	2,056	1,911	2,083	1,757	1,842
Guttman	---	---	---	289	278
Hostos	1,178	1,073	1,230	927	1,237
Kingsborough	3,111	2,933	2,702	2,722	2,647
LaGuardia	2,871	3,205	3,175	3,348	2,939
Queensborough	3,705	3,209	3,934	3,335	3,396
Community College Total	17,222	17,507	19,394	18,434	17,742
University Total	37,241	34,829	37,129	35,616	35,622

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	1,260	1,595	2,100	1,451	1,571
Brooklyn	1,759	1,449	1,713	1,679	1,946
City	1,517	970	1,350	1,398	1,295
Hunter	1,540	1,663	1,741	1,906	1,885
John Jay	---	---	1,371	1,621	1,723
Lehman	1,255	1,169	1,520	1,259	1,712
Queens	2,305	1,896	2,156	2,205	2,177
York	833	633	988	894	760
Senior College Total	10,469	9,375	12,939	12,413	13,069
Comprehensive					
John Jay	1,193	1,167	---	---	---
Medgar Evers	779	389	618	571	562
NYCCT	1,045	1,055	1,123	1,245	1,275
Staten Island	1,489	1,537	1,384	1,329	562
Comprehensive College Total	4,506	4,148	3,125	3,145	2,399
Community					
BMCC	1,013	621	1,242	889	1,073
Bronx	975	586	1,181	949	1,095
Guttman	---	---	---	0	0
Hostos	620	374	600	299	633
Kingsborough	2,129	1,563	1,720	1,465	1,692
LaGuardia	1,473	1,062	1,631	1,484	1,679
Queensborough	1,102	610	1,125	734	899
Community College Total	7,312	4,816	7,499	5,820	7,071
Graduate					
School of Professional Studies	243	330	301	305	325
University Total	22,530	18,669	23,864	21,683	22,864

University Performance Management Process 2013-14 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 Graduate Students

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	1,245	1,229	1,214	1,058	1,032
Brooklyn	1,249	1,155	996	1,072	1,174
City	838	806	757	753	730
Hunter	1,406	1,548	1,555	1,608	1,685
John Jay	---	---	550	496	493
Lehman	613	624	653	601	632
Queens	1,437	1,440	1,232	1,072	1,188
Senior College Total	6,788	6,802	6,957	6,660	6,934
Comprehensive					
John Jay	582	495	---	---	---
Staten Island	302	309	271	272	249
Comprehensive College Total	884	804	271	272	249
Graduate					
Graduate School	698	721	751	704	656
School of Journalism	83	90	90	96	97
School of Professional Studies	210	264	252	265	257
Law School	161	164	174	125	105
University Total	8,824	8,845	8,495	8,122	8,298

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

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

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	1183	1218	1210	1230	1240
Brooklyn	1106	1113	1134	1111	1109
City	1049	1076	1083	1121	1141
Hunter	1138	1155	1151	1172	1180
John Jay	---	---	954	956	965
Lehman	989	1017	1011	1030	1022
Queens	1089	1117	1116	1,106	1102
York	901	908	903	909	910
Senior College Average	1087	1103	1086	1090	1100
Comprehensive					
John Jay	943	942	---	---	---
Medgar Evers	889	856	849	837*	873*
NYCCT	906	928	958	945	953
Staten Island	1007	1010	1013	1003	1018
Comprehensive College Average	959	958	999	990	997
University Average	1060	1066	1078	1080	1087

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	412	495	616	489	508
Brooklyn	516	470	568	541	549
City	403	343	475	500	514
Hunter	369	391	474	527	475
John Jay	---	---	526	576	697
Lehman	305	317	381	253	398
Queens	615	535	484	629	691
York	210	200	293	250	160
Senior College Total	2,830	2,751	3,817	3,765	3,992
Comprehensive					
John Jay	338	500	---	--	--
Medgar Evers	42	30	36	51	78
NYCCT	62	96	109	144	70
Staten Island	584	643	365	421	23
Comprehensive College Total	1,026	1,269	510	616	171
University Total	3,856	4,020	4,327	4,381	4,163

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	183	218	218	148	131
Brooklyn	247	183	243	218	193
City	111	102	84	104	115
Hunter	92	127	95	123	116
John Jay	---	---	79	76	57
Lehman	138	146	218	146	162
Queens	157	116	146	124	116
York	79	58	76	68	32
Senior College Total	1,007	950	1,159	1007	922
Comprehensive					
John Jay	86	75	---	---	--
Medgar Evers	20	10	18	19	28
NYCCT	110	118	134	155	102
Staten Island	252	352	342	246	13
Comprehensive College Total	468	555	494	420	143
University Total	1,475	1,505	1,653	1427	1,065

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 2013-14 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>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>	<u>2011-12</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
Comprehensive					
John Jay	58.7	65.9	61.2	61.1	54.8
Medgar Evers	59.1	62.5	59.8	63.2	58.1
NYCCT	47.3	51.8	56.3	47.5	45.8
Staten Island	60.2	66.8	64.3	64.7	52.9
Comprehensive College Average	58.2	63.6	61.0	60.7	53.9
Community					
BMCC	51.2	51.0	47.7	50.5	50.6
Bronx	49.2	50.3	50.1	46.3	48.0
Guttman	---	---	---	---	---
Hostos	46.3	46.3	54.5	52.6	57.2
Kingsborough	45.8	46.4	47.8	53.3	50.1
LaGuardia	50.7	50.1	49.5	49.9	50.9
Queensborough	58.0	57.4	54.9	54.4	54.2
Community College Average	50.5	50.6	49.7	51.2	51.2
University Average	51.8	52.7	51.3	52.3	51.5

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 2013-14 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>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>	<u>2011-12</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
Comprehensive					
Medgar Evers	43.8	34.0	13.6	40.0	30.9
NYCCT	44.0	44.5	49.4	51.7	44.1
Staten Island	49.1	54.2	60.6	62.5	60.9
Comprehensive College Average	45.2	45.9	50.0	53.4	46.8
Community					
BMCC	30.5	35.5	30.0	31.7	31.4
Bronx	25.0	24.9	32.2	27.7	26.6
Guttman	---	---	---	---	---
Hostos	26.5	29.8	31.6	33.2	33.2
Kingsborough	35.5	36.8	37.2	39.2	38.2
LaGuardia	28.6	23.8	32.1	22.9	25.9
Queensborough	21.5	23.6	27.1	26.7	27.0
Community College Average	29.4	30.3	32.1	30.6	31.1
University Average	33.4	34.1	36.7	36.5	35.1

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
John Jay	2.55	2.52	2.45	2.52	2.60*
Medgar Evers	2.14*	2.35	2.57	2.32	2.76
NYCCT	2.12*	2.86	2.60	2.74	2.56
Staten Island	2.47	2.54	2.49	2.56	2.74
Comprehensive College Average	2.47	2.54	2.52	2.55	2.64
Community					
BMCC	2.62	2.70	2.62	2.68	2.75
Bronx	2.66	2.72	2.73	2.85	2.76
Guttman	---	---	---	---	2.71*
Hostos	2.55	2.61	2.60	2.45	2.60
Kingsborough	2.64	2.69	2.62	2.63	2.58
LaGuardia	2.72	2.64	2.68	2.74	2.71
Queensborough	2.49	2.59	2.63	2.68	2.60
Community College Average	2.61	2.66	2.64	2.69	2.68
University Average	2.58	2.63	2.62	2.67	2.67

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 2013-14 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 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Comprehensive					
Medgar Evers	3.41*	3.02*	3.10*	1.76*	2.03*
NYCCT	2.51	2.54	2.70	2.51	2.54
Staten Island	2.62	2.64	2.73	2.81	2.86
Comprehensive College Average	2.61	2.63	2.73	2.71	2.57
Community					
BMCC	2.79	2.69	2.61	2.76	2.85
Bronx	2.79	2.85	2.88	2.76	2.72
Guttman	---	---	---	---	---
Hostos	2.77	2.95	2.69	2.93	2.57
Kingsborough	2.54	2.75	2.63	2.43	2.70
LaGuardia	2.68	2.72	2.77	2.90	3.08
Queensborough	2.57	2.60	2.69	2.73	2.71
Community College Average	2.67	2.74	2.69	2.69	2.78
University Average	2.66	2.71	2.70	2.70	2.75

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 2013-14 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 2008 Transfers</u>	<u>Fall 2009 Transfers</u>	<u>Fall 2010 Transfers</u>	<u>Fall 2011 Transfers</u>	<u>Fall 2012 Transfers</u>
Comprehensive					
John Jay	81.7	86.9	81.5	81.1	81.8
Medgar Evers	78.6	58.8*	76.3	79.0	73.2
NYCCT	79.2*	78.9*	89.7	89.1	84.9
Staten Island	76.3	71.5	72.2	75.7	75.2
Comprehensive College Average	78.0	75.2	75.3	78.6	76.4
Community					
BMCC	79.2	78.3	82.7	78.7	78.8
Bronx	81.3	79.4	82.0	75.9	79.4
Guttman	---	---	---	---	---
Hostos	64.8	75.0	78.9	79.2	74.7
Kingsborough	75.7	79.0	80.2	80.4	79.3
LaGuardia	79.7	82.9	79.8	82.6	78.7
Queensborough	79.1	82.8	82.2	84.5	82.4
Community College Average	78.3	80.2	81.4	80.6	79.5
University Average	78.2	79.1	79.9	80.3	79.1

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 2013-14 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 2008</u> <u>Transfers</u>	<u>Fall 2009</u> <u>Transfers</u>	<u>Fall 2010</u> <u>Transfers</u>	<u>Fall 2011</u> <u>Transfers</u>	<u>Fall 2012</u> <u>Transfers</u>
Comprehensive					
Medgar Evers	60.0*	50.0*	100.0*	85.7*	55.6*
NYCCT	76.9	89.7	73.4	80.6	77.0
Staten Island	81.4	78.2	71.5	77.1	76.6
Comprehensive College Average	80.7	79.8	72.2	77.8	76.1
Community					
BMCC	77.5	79.3	80.4	77.8	76.1
Bronx	72.2	79.3	77.5	76.3	75.7
Guttman	---	---	---	---	---
Hostos	76.5	73.2	73.6	72.8	59.4
Kingsborough	80.3	80.9	85.9	78.6	72.1
LaGuardia	81.3	71.6	84.5	74.6	75.4
Queensborough	76.5	74.3	77.8	75.0	69.9
Community College Average	78.2	77.1	81.3	76.5	72.5
University Average	79.0	77.7	78.8	76.8	73.3

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 2013-14 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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u> (estimated)
Senior					
Baruch	903	791	770	692	807
Brooklyn	876	984	952	882	730
City	529	419	404	524	522
Hunter	863	765	708	669	852
John Jay	---	---	839	902	883
Lehman	1,233	1,356	1,505	1,500	1,560
Queens	1,073	1,038	1,039	1,003	986
York	2,015	1,867	1,751	1,418	1,308
Senior College Total	7,492	7,220	7,968	7,590	7,648
Comprehensive					
John Jay	953	693	---	---	---
Medgar Evers	598	489	272	301	410
NYCCT	941	957	817	636	685
Staten Island	705	865	940	904	1,127
Comprehensive College Total	3,197	3,004	2,029	1,841	2,222
Community					
BMCC	723	781	923	607	530
Bronx	747	847	992	1,122	1,330
Guttman	---	---	---	---	---
Hostos	1,370	1,126	1,151	1,239	1,268
Kingsborough	9,453	9,348	9,961	9,618	9,667
LaGuardia	3,139	3,034	3,341	4,117	4,392
Queensborough	2,419	2,324	2,165	2,281	2,608
Community College Total	17,851	17,460	18,533	18,984	19,795
University Total	28,540	27,684	28,530	28,415	29,665

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.

University Performance Management Process 2013-14 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>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>	<u>Summer & Fall 2013</u>
Senior					
Baruch	95	95	92	91	94
Brooklyn	82	84	87	82	94
City	77	74	87	82	84
Hunter	87	90	90	88	95
John Jay	---	---	94	91	92
Lehman	94	94	94	96	97
Queens	87	90	92	95	94
York	88	88	87	85	91
Senior College Average	88	89	90	89	94
Comprehensive					
John Jay	91	94	---	---	---
Medgar Evers	78	85	81	77	84
NYCCT	70	80	80	88	91
Staten Island	93	94	94	97	98
Comprehensive College Average	83	88	87	91	94
Community					
BMCC	82	86	79	85	81
Bronx	80	83	82	85	87
Guttman	---	---	---	---	---
Hostos	82	85	82	84	91
Kingsborough	94	93	93	94	96
LaGuardia	83	85	86	85	83
Queensborough	95	93	94	99	97
Community College Average	90	90	90	92	92
University Average	89	90	90	91	93

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.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Total Voluntary Support (annual amounts)

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	\$11,809,778	\$12,880,451	\$15,823,632	\$24,961,254	\$14,381,544
Brooklyn	\$14,278,026	\$26,003,508	\$11,505,162	\$13,677,344	\$5,918,201
City	\$29,701,234	\$37,108,502	\$43,641,410	\$35,514,161	\$42,104,844
Hunter	\$16,367,149	\$22,666,381	\$28,581,658	\$35,405,338	N/A
John Jay	---	\$4,913,961	\$11,045,551	\$8,013,699	\$7,695,594
Lehman	\$4,488,716	\$4,689,417	\$5,391,542	\$6,449,650	\$8,210,484
Queens	\$16,705,721	\$24,494,165	\$20,606,701	\$23,858,677	\$20,732,120
York	\$498,329	\$1,119,588	\$1,165,440	\$1,266,144	\$696,961
Senior College Total	\$93,848,953	\$133,875,973	\$137,761,096	\$149,146,267	\$99,739,748
Comprehensive					
John Jay	\$8,583,287	---	---	---	---
Medgar Evers	\$520,338	\$230,024	\$420,869	\$423,756	\$529,681
NYCCT	\$1,035,285	\$1,112,370	\$825,351	\$1,524,391	\$1,169,655
Staten Island	\$2,579,820	\$3,485,255	\$3,145,482	\$2,184,292	\$2,041,403
Comprehensive College Total	\$12,718,730	\$4,827,649	\$4,391,702	\$4,132,439	\$3,740,739
Community					
BMCC	\$2,296,934	\$2,361,252	\$2,531,971	\$2,606,594	\$5,150,545
Bronx	\$1,612,546	\$1,651,416	\$1,978,371	\$1,990,231	\$2,401,090
Guttman	---	\$560,527	\$1,507,567	\$15,268,000	\$553,939
Hostos	\$855,811	\$1,011,651	\$1,140,214	\$1,260,431	\$1,604,725
Kingsborough	\$1,745,379	\$3,829,656	\$3,018,211	\$2,013,595	\$1,934,335
LaGuardia	\$2,291,248	\$1,496,549	\$3,263,116	\$1,917,085	\$3,534,461
Queensborough	\$2,969,627	\$3,319,024	\$2,805,247	\$3,291,934	\$3,714,720
Community College Total	\$11,771,545	\$14,230,075	\$16,244,697	\$28,347,870	\$18,893,815
Graduate					
Graduate School	\$9,966,729	\$4,497,657	\$2,973,808	\$8,036,326	\$4,936,726
School of Journalism	\$1,679,181	\$7,453,546	\$1,500,352	\$763,581	\$1,958,216
School of Professional Studies	---	\$17,000	\$75,052	\$288,337	\$319,427
Law School	\$1,231,778	\$1,356,019	\$1,790,950	\$1,385,596	\$1,342,614
University Total	\$132,111,346	\$169,009,896	\$165,914,107	\$193,550,563	\$132,508,422

Note: This indicator reflects a sum of cash-in, new pledges and testamentary gifts. Data for the School of Professional Studies and for Guttman Community College are included as they become available. Macaulay Honors College support is included in the university totals: \$894 thousand for FY2010, \$2.8 million for FY2011, \$1.2 million for FY2012, \$1.5 million for FY2013 and \$1.6 million FY2014.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Tuition and fee collection rate

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Senior					
Baruch	98.6	95.2	94.8	96.5	97.4
Brooklyn	89.1	95.7	94.5	98.0	97.3
City	96.9	93.1	93.5	96.6	97.8
Hunter	96.7	95.1	93.8	94.8	93.5
John Jay	---	---	93.5	98.5	98.0
Lehman	96.2	91.9	91.8	95.8	95.7
Queens	98.6	96.5	93.7	96.8	94.5
York	94.8	93.0	91.9	97.5	96.9
Senior College Average	96.1	94.7	93.7	96.6	96.2
Comprehensive					
John Jay	99.5	95.6	---	---	---
Medgar Evers	94.3	91.1	89.3	99.1	86.4
NYCCT	92.2	97.2	90.5	93.2	95.9
Staten Island	100.2	95.5	94.1	99.8	98.9
Comprehensive College Average	97.0	94.9	91.7	96.9	95.5
Community					
BMCC	96.6	92.2	91.1	95.4	95.4
Bronx	98.3	96.4	93.3	97.4	96.6
Guttman	---	---	---	---	90.1
Hostos	99.0	91.8	92.0	95.2	100.4
Kingsborough	94.7	90.2	90.3	90.1	91.3
LaGuardia	98.6	92.0	88.9	86.9	88.0
Queensborough	96.7	94.8	93.8	90.8	92.8
Community College Average	97.0	92.8	91.4	92.4	93.4
Graduate					
Graduate School	98.8	98.3	97.9	91.6	90.9
School of Journalism	103.6	99.2	71.4	97.7	101.5
School of Professional Studies	118.0	93.9	86.5	106.3	91.4
Law School	99.8	99.4	99.6	89.6	116.0
University Average	96.7	94.7	92.8	95.5	95.3

Note: The Tuition and Fee Collection Rate (TFCR) (collected tuition and fees, excluding prior year collections, divided by billed tuition and fees) is sourced by the CUNYfirst General Ledger and provided by the Office of Budget and Finance. CUNYfirst data for NYCCT in 2010 was incomplete so the NYCCT Budget Office provided an unadjusted (for prior year cash collect) estimate that is not comparable to the rates reported in other years for NYCCT or to other colleges in the same year. Data for the Graduate School, School of Journalism, School of Professional Studies and the Law School are included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

General Administration as a percentage of total tax levy budget

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>
Senior					
Baruch	6.9	6.9	6.5	5.9	5.6
Brooklyn	6.3	6.1	5.4	5.3	5.7
City	5.7	5.7	6.2	6.1	6.1
Hunter	6.9	6.5	5.7	6.4	6.0
John Jay	---	---	7.9	7.1	7.1
Lehman	4.9	5.0	5.3	5.3	5.4
Queens	5.4	6.2	5.7	5.5	5.8
York	9.0	9.4	8.0	8.4	8.5
Senior College Average	6.3	6.3	6.1	6.1	6.1
Comprehensive					
John Jay	7.7	7.9	---	---	---
Medgar Evers	12.3	10.8	10.7	10.2	8.9
NYCCT	6.8	6.7	6.4	6.2	6.3
Staten Island	6.2	6.4	6.2	6.3	6.3
Comprehensive College Average	7.8	7.6	7.3	7.2	6.9
Community					
BMCC	14.7	4.8	4.8	4.6	4.5
Bronx	9.3	8.9	9.7	9.0	9.5
Guttman	---	---	---	---	15.2
Hostos	9.5	10.2	9.1	8.6	9.2
Kingsborough	6.4	6.8	6.7	7.5	5.6
LaGuardia	7.5	7.6	7.3	7.1	6.9
Queensborough	5.8	5.1	5.3	5.2	5.3
Community College Average	9.2	6.8	6.8	6.7	6.6
Graduate					
Graduate School	3.6	3.4	3.3	3.5	3.7
School of Journalism	NA	20.8	20.5	21.3	21.2
School of Professional Studies	NA	2.2	2.0	2.6	2.0
Law School	NA	11.9	10.0	12.4	12.0
University Average	7.1	6.6	6.3	6.3	6.3

Note: Percents 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 2009 and not included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Grants and contracts awarded (annual amounts)

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	\$6,619,467	\$7,340,153	\$6,495,809	\$6,884,783	\$5,481,673
Brooklyn	\$15,241,104	\$12,859,122	\$12,484,151	\$10,785,822	\$7,545,315
City	\$68,234,769	\$65,616,345	\$59,403,872	\$52,998,721	\$43,289,171
Hunter	\$50,129,346	\$46,703,272	\$50,646,868	\$51,375,023	\$37,042,338
John Jay	---	\$15,082,042	\$14,599,487	\$18,177,231	\$16,221,880
Lehman	\$25,992,907	\$18,550,711	\$14,480,199	\$14,478,098	\$13,580,131
Queens	\$35,276,802	\$21,509,915	\$30,966,250	\$29,530,060	\$23,415,828
York	\$8,138,227	\$6,053,543	\$5,622,114	\$5,049,026	\$5,487,481
Senior College Total	\$209,632,622	\$193,715,103	\$194,698,750	\$189,278,764	\$152,063,817
Comprehensive					
John Jay	\$20,426,881	---	---	---	---
Medgar Evers	\$9,573,662	\$8,953,364	\$8,091,531	\$8,515,223	\$7,748,152
NYCCT	\$8,256,094	\$7,517,786	\$8,904,408	\$5,538,734	\$6,380,526
Staten Island	\$9,642,926	\$7,543,816	\$8,320,064	\$5,371,700	\$4,228,706
Comprehensive College Total	\$47,899,563	\$24,014,966	\$25,316,003	\$19,425,657	\$18,357,385
Community					
BMCC	\$8,381,542	\$9,321,605	\$5,947,163	\$8,899,210	\$4,942,738
Bronx	\$7,045,212	\$7,123,629	\$5,687,645	\$5,324,648	\$5,012,565
Guttman	---	---	\$1,041,233	\$714,770	\$463,276
Hostos	\$3,198,429	\$5,395,033	\$6,180,868	\$6,204,218	\$6,968,636
Kingsborough	\$5,017,884	\$5,097,785	\$24,502,571	\$4,574,612	\$8,815,148
LaGuardia	\$18,424,696	\$16,263,769	\$16,845,410	\$13,026,533	\$13,796,825
Queensborough	\$3,249,702	\$5,144,338	\$4,302,930	\$3,633,857	\$3,749,170
Community College Total	\$45,317,465	\$48,346,159	\$64,507,820	\$42,377,848	\$43,748,358
Graduate					
Graduate School	\$13,717,132	\$10,405,315	\$11,562,718	\$13,745,083	\$7,835,947
School of Journalism	\$515,040	\$1,182,003	\$1,350,000	\$1,607,225	\$1,416,558
Law School	\$675,200	\$187,329	\$64,235	\$82,360	\$234,970
University Total	\$317,757,022	\$277,850,875	\$297,499,526	\$266,516,937	\$223,657,034

Note: This indicator reflects annual amounts for 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. FY2014 figures are preliminary.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Percentage of total award dollars that are for research

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	42.4	29.2	23.9	23.1	31.5
Brooklyn	55.9	51.9	67.9	56.7	56.4
City	83.4	81.5	77.2	76.7	79.6
Hunter	61.5	59.7	52.4	57.0	55.0
John Jay	---	---	40.0	37.7	32.1
Lehman	14.7	20.1	23.0	6.0	17.8
Queens	67.6	57.0	66.6	53.4	61.4
York	24.0	28.5	15.2	18.1	6.4
Senior College Average	61.4	60.4	58.1	53.9	55.5
Comprehensive					
John Jay	33.7	37.8	---	---	---
Medgar Evers	15.9	12.3	12.9	14.7	4.0
NYCCT	1.6	0.0	5.6	9.2	1.7
Staten Island	34.6	31.6	42.4	38.7	43.1
Comprehensive College Average	24.8	23.5	20.0	19.7	12.7
Community					
BMCC	2.6	0.9	9.4	2.9	4.9
Bronx	0.1	1.7	0.1	0.0	0.0
Guttman	---	---	0.0	0.0	0.0
Hostos	3.6	1.9	2.3	0.8	7.5
Kingsborough	11.6	9.0	1.7	4.8	4.3
LaGuardia	6.3	5.4	5.8	4.4	4.0
Queensborough	20.0	8.1	3.6	4.0	8.1
Community College Average	6.0	4.3	3.5	3.0	4.6
Graduate					
Graduate School	46.6	37.6	40.4	38.2	25.5
School of Journalism	0.0	0.0	0.0	0.0	0.0
Law School	0.0	0.0	0.0	0.0	0.0
University Average	42.9	42.5	42.1	42.2	40.7

Note: This indicator is calculated as research dollars divided by total awards for a given fiscal year. FY2013 figures have been revised from last year's PMP report to reflect final data, and FY2014 figures are preliminary. Data for the Graduate School, School of Journalism and the Law School are included in the university average.

University Performance Management Process 2013-14 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Colleges will increase revenues.

Indirect cost recovery as a percentage of overall activity

	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u>	<u>FY 2014 Preliminary</u>
Senior					
Baruch	8.8	8.4	8.8	9.1	11.9
Brooklyn	15.4	16.0	17.3	18.8	20.2
City	18.9	19.3	18.3	17.4	16.6
Hunter	16.2	15.8	16.9	15.5	15.6
John Jay	---	---	14.2	13.3	12.0
Lehman	12.4	11.7	11.4	9.6	9.8
Queens	12.2	12.6	13.0	12.5	14.6
York	8.7	9.4	7.6	8.8	9.7
Senior College Average	15.4	15.5	15.5	14.7	14.9
Comprehensive					
John Jay	9.4	12.5	---	---	---
Medgar Evers	7.4	7.2	7.1	7.4	7.2
NYCCT	7.0	8.5	8.4	8.9	8.0
Staten Island	16.6	10.5	10.2	10.5	17.2
Comprehensive College Average	10.1	10.1	8.5	8.9	10.2
Community					
BMCC	5.3	4.2	5.0	6.6	6.2
Bronx	6.7	6.2	6.2	6.9	5.8
Guttman	---	---	---	7.5	7.5
Hostos	7.4	8.4	7.0	7.3	9.4
Kingsborough	6.1	7.1	6.6	6.5	7.0
LaGuardia	4.4	5.6	6.9	8.3	7.2
Queensborough	6.2	5.3	5.3	5.6	6.6
Community College Average	5.6	5.9	6.3	7.2	7.1
Graduate					
Graduate School	8.7	8.8	9.3	9.9	10.0
School of Journalism	2.8	4.6	3.0	4.2	4.8
Law School	8.4	43.4	14.3	---	0.0
University Average	12.6	12.6	12.6	12.5	12.7

Note: FY2013 figures have been revised from last year's PMP report to reflect final data, and FY2014 figures are preliminary. Data for the Graduate School, School of Journalism and the Law School are included in the university average.

University Performance Management Process 2013-14 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

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	3.9	4.2	5.2	4.7	5.0
Brooklyn	4.3	4.2	3.8	3.4	3.1
City	7.7	8.5	7.8	8.5	7.9
Hunter	11.5	11.6	11.7	11.6	11.8
John Jay	---	---	9.4	8.4	6.5
Lehman	3.8	3.4	3.6	3.7	3.6
Queens	7.5	6.8	5.8	5.8	4.7
York	9.3	10.4	9.3	9.3	9.9
Senior College Average	7.0	7.1	7.2	7.1	6.7
Comprehensive					
John Jay	8.9	9.4	---	---	---
Medgar Evers	11.0	13.8	12.6	12.2	11.8
NYCCT	9.5	9.0	8.8	9.2	8.3
Staten Island	11.2	11.4	11.1	8.8	7.8
Comprehensive College Average	10.0	10.4	10.4	9.6	8.7
Community					
BMCC	13.9	13.1	17.8	14.3	12.8
Bronx	5.7	6.6	6.5	6.3	5.8
Guttman	---	---	---	11.5	11.6
Hostos	7.8	7.9	7.5	6.9	5.9
Kingsborough	4.5	4.9	4.9	4.6	4.4
LaGuardia	7.8	7.8	7.6	7.4	7.0
Queensborough	9.2	8.9	9.9	9.8	10.3
Community College Average	8.6	8.5	9.8	8.9	8.3
University Average	8.2	8.3	8.6	8.1	8.1

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 2013-14 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 evenings

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	40.3	40.1	39.4	39.2	37.8
Brooklyn	32.5	32.4	30.6	29.4	27.9
City	32.2	30.8	30.1	29.2	29.0
Hunter	39.0	39.3	38.4	38.1	38.3
John Jay	---	---	32.5	30.6	30.0
Lehman	40.4	41.9	43.1	44.4	43.9
Queens	32.8	33.1	31.6	31.6	30.4
York	33.8	32.9	31.2	30.1	29.9
Senior College Average	35.9	35.9	34.6	34.1	33.4
Comprehensive					
John Jay	27.6	27.1	---	---	---
Medgar Evers	31.2	29.5	28.4	28.5	28.5
NYCCT	28.7	28.3	28.2	28.0	28.0
Staten Island	35.4	34.6	35.4	38.1	37.6
Comprehensive College Average	30.5	29.9	31.1	32.1	31.8
Community					
BMCC	17.2	17.5	17.4	16.9	25.2
Bronx	28.5	28.5	28.1	29.0	27.4
Guttman	---	---	---	5.9	8.2
Hostos	20.2	19.7	21.1	20.0	20.7
Kingsborough	17.4	17.7	17.7	17.5	18.5
LaGuardia	24.8	24.9	24.4	23.7	23.5
Queensborough	23.3	21.9	22.4	21.1	21.1
Community College Average	21.3	21.2	21.2	20.6	22.7
University Average	29.6	29.3	29.1	28.8	28.8

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 2013-14 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 weekends

	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>	<u>Fall 2013</u>
Senior					
Baruch	3.3	4.3	4.9	4.9	4.7
Brooklyn	4.2	3.6	3.9	3.5	3.0
City	2.5	2.5	2.3	2.4	1.9
Hunter	3.9	3.2	3.4	3.5	3.6
John Jay	---	---	4.3	3.8	2.9
Lehman	5.6	4.9	3.8	3.3	3.4
Queens	4.4	5.0	5.2	5.5	5.4
York	7.5	7.3	7.8	7.9	7.4
Senior College Average	4.2	4.1	4.2	4.2	3.9
Comprehensive					
John Jay	3.8	4.1	---	---	---
Medgar Evers	8.8	8.5	8.2	7.8	7.3
NYCCT	5.8	5.7	5.6	5.5	5.0
Staten Island	7.1	6.7	7.1	7.0	7.5
Comprehensive College Average	6.0	5.9	6.7	6.5	6.4
Community					
BMCC	6.1	6.3	7.4	7.2	9.6
Bronx	7.3	7.2	7.3	7.0	6.9
Guttman	---	---	---	0.0	0.9
Hostos	4.9	5.4	5.1	5.6	5.2
Kingsborough	4.0	4.6	4.4	4.6	4.5
LaGuardia	4.0	4.1	3.8	3.7	4.0
Queensborough	4.4	4.4	4.5	4.3	4.0
Community College Average	5.0	5.2	5.4	5.3	5.9
University Average	4.8	4.9	5.0	4.9	4.9

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.