



Performance Management Report

2011-12
Year-End University Report
Final

Office of Institutional Research and Assessment
July 10, 2012

**CUNY Performance Management Process
2011-12 Year-End Report
Final**

Index of Main and Context Indicators

| | |
|---------------------------------|----|
| Part A Main Indicators | 1 |
| Part B Context Indicators | 77 |

1 Raise Academic Quality

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

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

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

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

Colleges will provide evidence of recognition/validation from external sources

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

Colleges will document efforts to include enrollment and financial data in program reviews

1.4 Use of technology to enrich courses and teaching will improve.

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

Context: Percentage of instructional (student) FTEs offered totally online..... 78

Context: Percentage of instructional (student) FTEs offered partially online..... 79

Colleges will prepare additional reports on the use of instructional technology

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

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

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

2.2 Increase faculty research/scholarship.

Colleges will report on faculty scholarship and creative activity

2.3 Instruction by full-time faculty will increase incrementally.

Percentage of instructional FTEs delivered by full-time faculty 3

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

Context: Percentage of instructional FTEs in graduate courses delivered by full-time faculty 80

Context: Percentage of instructional hours delivered by full-time faculty 81

Context: Percentage of instructional hours in undergraduate courses delivered by full-time faculty 82

Context: Percentage of instructional hours in graduate courses delivered by full-time faculty 83

Mean teaching hours of veteran full-time faculty 5

Context: Number of veteran full-time faculty 84

Mean teaching hours of full-time faculty eligible for contractual release time 6

Context: Number of full-time faculty eligible for contractual release time 85

Context: Undergraduate student-faculty ratio 86

| | |
|--------------------------------------------------------------------|----|
| Context: Number of full-time faculty | 87 |
| Context: Number of FTE part-time faculty | 88 |
| Context: Number of full-time executive and professional staff..... | 89 |

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

Colleges will report on efforts to diversify faculty and staff

2 Improve Student Success

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

3.1 Colleges will provide students with a cohesive and coherent general education.

Colleges will provide evidence of a cohesive and coherent general education (as implemented by CUE, general education reform, etc.)

3.2 Colleges will improve basic skills and ESL outcomes.

Baccalaureate

| | |
|------------------------------------------------------------------------------------------------------|----|
| Percentage of non-ESL SEEK students who pass all basic skills tests within one year | 7 |
| Context: Number of non-ESL SEEK students..... | 90 |
| Percentage of ESL students (SEEK and regular) who pass all basic skills tests within two years | 8 |
| Context: Number of ESL students (SEEK and regular) | 91 |

All Undergraduate Programs

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------|----|
| Percentage of entering first-time freshmen who increased their basic skills reading test score over the summer | 9 |
| Percentage of entering first-time freshmen who increased their basic skills writing (essay) test score over the summer | 10 |
| Percentage of entering first-time freshmen who increased their basic skills COMPASS Math 1 (pre-algebra) test score over the summer | 11 |
| Percentage of entering first-time freshmen who increased their basic skills COMPASS Math 2 (algebra) test score over the summer | 12 |

Associate

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Pass rate in reading on exit from remediation | 13 |
| Pass rate in writing on exit from remediation | 14 |
| Pass rate in math on exit from remediation | 15 |
| 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..... | 16 |
| Context: Percentage of associate degree students not proficient in reading upon initial testing who have met basic skills proficiency in reading by the 30th credit..... | 92 |
| Context: Percentage of associate degree students not proficient in writing upon initial testing who have met basic skills proficiency in writing by the 30th credit | 93 |
| Context: Percentage of associate degree students not proficient in math upon initial testing who have met basic skills proficiency in math by the 30th credit..... | 94 |
| Context: Average increase in basic skills reading test score after summer immersion..... | 95 |
| Context: Average increase in basic skills writing (essay) test score after summer immersion | 96 |
| Context: Average increase in basic skills COMPASS Math 1 (pre-algebra) test score after summer immersion... | 97 |
| Context: Average increase in basic skills COMPASS Math 2 (algebra) test score after summer immersion | 98 |
| Percentage of instructional FTEs in lower division courses delivered by full-time faculty | 17 |

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

| | |
|-----------------------------------------------------------------------------------------------------------------------|----|
| Context: Percentage of students passing freshman composition and gateway mathematics courses with a C or better | 99 |
| Percentage of students passing freshman composition with C or better..... | 18 |
| Percentage of students passing gateway mathematics courses with C or better | 19 |

3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

Gap in the one-year retention rate between underrepresented minority and non-underrepresented minority first-time freshmen enrolled in a baccalaureate program (full-time entrants)..... 20

Gap in the one-year retention rate between male and female first-time freshmen enrolled in a baccalaureate program (full-time entrants) 23

Gap in the one-year retention rate between underrepresented minority and non-underrepresented minority first-time freshmen enrolled in an associate program (full-time entrants) 26

Gap in the one-year retention rate between male and female first-time freshmen enrolled in an associate program (full-time entrants) 29

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

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

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

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

Baccalaureate

Percentage of freshmen and transfers taking one or more courses the summer after entry 32

Percentage of baccalaureate students who have declared a major by the 70th credit 33

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) 34

All Undergraduate Programs

Ratio of FTEs to Headcount in baccalaureate programs 35

Ratio of FTEs to Headcount in associate programs 36

4.2 Retention rates will increase progressively.

Baccalaureate

One-year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry one year later 37

Two-year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry two years later 38

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) 39

Two-year Retention Rate: Percentage of full-time transfers into baccalaureate programs still enrolled in the college of transfer entry two years later (or earned degree pursued) 40

Associate

One-year Retention Rate (institution rate): Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later 41

Context: One-year Retention Rate (system rate): Percentage of full-time first-time freshmen in associate programs still enrolled in any CUNY college one year later 100

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

Baccalaureate

Four-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within four years 42

Six-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within six years 43

Four-year Graduation Rate: Percentage of full-time transfers into baccalaureate programs who graduated from the college of transfer entry within four years 44

Six-year Graduation Rate: Percentage of full-time transfers into baccalaureate programs who graduated from the college of transfer entry within six years 45

Master's

Four-year Graduation Rate: Percentage of master's students who graduated within four years of entry into the master's program 46

Associate

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 47
Context: Six-year Graduation Rate (system rate): Percentage of full-time first-time freshmen in associate programs who graduated from any CUNY college within six years of entry 101
Context: Percentage of full-time first-time freshmen in associate programs who transferred outside of CUNY within six years of entry without having earned a degree from the college of entry..... 102

5 Improve post-graduate outcomes

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

Context: Number of credentialed teachers (from traditional and alternative certification programs)..... 103
Percentage passing the Liberal Arts and Sciences Test (LAST) for teacher certification 48
Context: Number taking the LAST teacher certification exam 104
Percentage passing the Assessment of Teaching Skills-Written (ATS-W) for teacher certification..... 49
Context: Number taking the ATS-W teacher certification exam 105
Percentage passing a Content Specialty Test (CST) 50
Context: Number taking a Content Specialty Test (CST) 106
Percentage passing the NCLEX exam 51
Context: Number taking the NCLEX exam 107
Context: Number of graduates from programs leading to the RN license 108
Context: Number of graduates from baccalaureate-level nursing programs for licensed nurses..... 109
Percentage of first-time test-takers with baccalaureate degrees passing at least one section of the Uniform CPA exam..... 52
Percentage of first-time test-takers with advanced degrees passing at least one section of the Uniform CPA exam..... 53

5.2 Job and education placement rates for graduates will rise.

Six-month job placement rate in career and technical education programs 54
Context: Six-month education placement rate in career and technical education programs 110
Context: Six-month job and education placement rate in career and technical education programs..... 111
Colleges will report on post-graduate satisfaction rate of baccalaureate graduates one year after graduation (job and education)

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

6.1 Colleges will improve the quality of student support services and academic support services, including academic advising, and use of technology to augment student learning.

Student satisfaction with academic support services 55
Student satisfaction with student services 56
Student satisfaction with access to computer technology 57

3 Enhance Financial and Management Effectiveness

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

7.1 Colleges will meet established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

| | |
|------------------------------------------------------------------------------------------------------------------------------------|-----|
| Total Enrollment | 58 |
| Total FTEs | 59 |
| First-time Freshmen | 60 |
| Transfers | 61 |
| Total Undergraduates | 62 |
| New Graduates | 63 |
| Total Graduates | 64 |
| Number of seats filled in Adult and Continuing Education courses | 65 |
| Mean SAT Score of regularly-admitted first-time freshmen enrolled in baccalaureate programs | 66 |
| Context: Mean SAT Score of regularly-admitted first-time freshmen enrolled in baccalaureate programs, excluding ESL students | 112 |
| Mean College Admissions Average (CAA) of regularly-admitted first-time freshmen enrolled in baccalaureate programs..... | 67 |

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

Colleges will document efforts to facilitate transfer via pipeline programs, transfer credit acceptance, e-permit, and joint programs, etc.

Baccalaureate

| | |
|-------------------------------------------------------------|-----|
| Context: Number of transfers from CUNY AA/AS programs | 113 |
| Context: Number of transfers from CUNY AAS programs | 114 |

Associate

| | |
|----------------------------------------------------------------------------------------------------|-----|
| Context: Percentage of AA/AS recipients who transferred to a CUNY baccalaureate program | 115 |
| Context: Percentage of AAS recipients who transferred to a CUNY baccalaureate program | 116 |
| Context: Average first term GPA of transfers from AA/AS programs | 117 |
| Context: Average first term GPA of transfers from AAS programs | 118 |
| Context: One-year (Fall-to-Fall) retention rate of AA/AS transfers to baccalaureate programs | 119 |
| Context: One-year (Fall-to-Fall) retention rate of AAS transfers to baccalaureate programs | 120 |

7.3 Colleges will meet 95% of enrollment targets for College Now, achieve successful completion rates, and increase the number of students who participate in more than one college credit course and/or precollege activity

| | |
|-----------------------------------------------------------------------------------------------------------------------------|-----|
| Total College Now enrollment (high school and college credit courses) | 68 |
| Context: College Now enrollment in college credit courses..... | 121 |
| Percentage of College Now participants who earn an A, B, or C in College Now high school and college credit courses | 69 |
| Context: Percentage of College Now participants who earn an A, B, or C in College Now college credit courses | 122 |
| Percentage of College Now participants with previous enrollment in College Now high school and college credit courses | 70 |

8 Increase revenues and decrease expenses

8.1 Alumni-corporate fundraising will increase 10%.

| | |
|---------------------------------------------------------|-----|
| Total Voluntary Support (weighted rolling average)..... | 71 |
| Context: Total Voluntary Support (annual amounts)..... | 123 |

8.2 Each college will achieve its revenue targets including those for Adult and Continuing Education.

Colleges will provide evidence of meeting productivity and revenue targets

8.3 Colleges will improve or maintain sound financial management and controls.

Institutional Support Services (administrative services) as a percentage of total tax levy budget..... 72
Institutional Support Services (administrative services)..... 72
Context: General Administration as a percentage of total tax levy budget 124
Context: General Administration..... 124
Context: General Institutional Services as a percentage of total tax levy budget..... 125
Context: General Institutional Services 125
Context: Maintenance and Operations as a percentage of total tax levy budget..... 126
Context: Maintenance and Operations 126
Colleges will provide evidence of responsiveness to accounting and external/internal audit findings

8.4 Colleges will implement financial plans with balanced budgets that align their expenditures with their academic priorities.

Colleges will provide evidence of financial health and a solid financial plan

8.5 Contract/grant awards will increase.

Grants and contracts awarded (weighted, rolling, three-year average) 73
Context: Percentage of Total Award Dollars that are for Research 127

8.6 Indirect cost recovery ratios will improve.

Indirect cost recovery as a percentage of overall activity..... 74

9 Improve administrative services

9.1 Colleges will make progress within a declared capital campaign.

Colleges will provide evidence of declared capital campaign with fund-raising goal (through FY15), campaign chairperson, vision/case statement, and detailed plan by FY11

9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

Student satisfaction with administrative services 75

9.3 Colleges will improve space utilization.

Percentage of FTEs offered on Fridays, evenings or weekends 76

9.4 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.

Colleges will present to the Risk Management Council the plan and the metrics by which its successful implementation will be measured

9.5 All colleges will make progress on CUNYfirst implementation.

Colleges will provide evidence of CUNYfirst leadership and communication, deployment of supplied trainers, and organizational readiness

9.6 Each campus should have a functioning sustainability council with broad representation from the campus community, and have a recognized, multi-year sustainability plan.

Colleges will provide evidence of progress implementing multi-year sustainability plan measures

**University Performance Management Process
2011-12 Year-End Report
Final**

PART A. MAIN INDICATORS

University Performance Management Process 2011-12 Year-End Report

Goal: Raise Academic Quality

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

University Target: 1.4 Use of technology to enrich courses and teaching will improve.

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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 0.0 | 0.3 | 0.1 | 1.3 | 2.9 |
| Brooklyn | 7.3 | 10.5 | 11.5 | 13.3 | 15.4 |
| City | 0.3 | 0.2 | 0.0 | 0.4 | 1.0 |
| Hunter | 0.8 | 3.8 | 4.6 | 5.0 | 6.5 |
| John Jay | --- | --- | --- | --- | 5.0 |
| Lehman | 4.6 | 6.6 | 8.0 | 10.9 | 13.6 |
| Queens | 12.6 | 10.8 | 1.5 | 4.4 | 1.8 |
| York | 1.0 | 0.9 | 1.1 | 2.1 | 3.0 |
| Senior College Average | 4.1 | 5.1 | 3.8 | 5.3 | 5.9 |
| Comprehensive | | | | | |
| John Jay | 2.3 | 3.4 | 3.3 | 4.2 | --- |
| Medgar Evers | 1.7 | 2.9 | 2.3 | 2.6 | 2.5 |
| NYCCT | 3.3 | 1.4 | 5.0 | 4.0 | 5.0 |
| Staten Island | 1.1 | 0.9 | 1.3 | 1.7 | 2.5 |
| Comprehensive College Average | 2.2 | 2.0 | 3.1 | 3.2 | 3.5 |
| Community | | | | | |
| BMCC | 1.0 | 15.0 | 21.7 | 25.1 | 28.8 |
| Bronx | 1.4 | 1.2 | 2.0 | 2.2 | 2.0 |
| Hostos | 5.3 | 4.3 | 2.5 | 2.3 | 2.9 |
| Kingsborough | 9.8 | 10.9 | 13.7 | 14.3 | 18.3 |
| LaGuardia | 0.0 | 0.1 | 0.4 | 0.9 | 1.2 |
| Queensborough | 0.6 | 0.5 | 0.8 | 1.3 | 2.4 |
| Community College Average | 2.8 | 6.8 | 8.9 | 10.0 | 12.1 |
| University Average | 3.3 | 5.1 | 5.4 | 6.6 | 7.8 |

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 2011-12 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 delivered by full-time faculty

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 56.6 | 53.0 | 55.2 | 54.3 | 51.5 |
| Brooklyn | 47.1 | 43.5 | 49.3 | 47.2 | 45.4 |
| City | 44.6 | 44.9 | 49.9 | 48.9 | 50.4 |
| Hunter | 43.1 | 42.1 | 43.5 | 41.3 | 43.0 |
| John Jay | --- | --- | --- | --- | 36.8 |
| Lehman | 50.3 | 49.3 | 49.5 | 48.9 | 51.3 |
| Queens | 46.6 | 42.1 | 49.7 | 46.4 | 44.9 |
| York | 42.5 | 50.3 | 51.8 | 56.0 | 51.3 |
| Senior College Average | 47.6 | 45.8 | 49.3 | 48.0 | 46.2 |
| Comprehensive | | | | | |
| John Jay | 41.6 | 42.7 | 46.1 | 40.7 | --- |
| Medgar Evers | 45.6 | 52.7 | 51.1 | 45.9 | 42.5 |
| NYCCT | 49.3 | 50.6 | 48.5 | 48.1 | 44.6 |
| Staten Island | 40.6 | 42.0 | 37.8 | 34.4 | 39.0 |
| Comprehensive College Average | 44.0 | 46.0 | 45.1 | 41.7 | 41.9 |
| Community | | | | | |
| BMCC | 52.1 | 46.2 | 47.7 | 46.2 | 43.1 |
| Bronx | 60.3 | 61.2 | 59.8 | 60.1 | 56.3 |
| Hostos | 64.1 | 62.0 | 62.4 | 57.6 | 52.1 |
| Kingsborough | 55.6 | 53.3 | 53.4 | 55.9 | 51.7 |
| LaGuardia | 45.8 | 44.1 | 42.7 | 42.5 | 40.4 |
| Queensborough | 53.1 | 51.0 | 50.9 | 52.6 | 50.9 |
| Community College Average | 53.3 | 50.5 | 50.8 | 50.9 | 47.7 |
| University Average | 48.8 | 47.4 | 49.0 | 47.8 | 46.2 |
| Graduate | | | | | |
| School of Journalism | --- | --- | 68.1 | 65.2 | 60.2 |
| Graduate School | --- | --- | 93.2 | 92.7 | 94.9 |
| Law School | --- | --- | 88.1 | 91.4 | 82.2 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. FTEs are apportioned for team-taught and cross-listed classes, but cannot be 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 taught by full-time faculty members (undergraduate and graduate) by the total of all student FTEs. 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. 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. College Now sections are excluded.

University Performance Management Process 2011-12 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 undergraduate courses delivered by full-time faculty

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 54.8 | 51.1 | 51.0 | 49.7 | 49.1 |
| Brooklyn | 46.1 | 42.1 | 48.8 | 44.0 | 44.4 |
| City | 39.6 | 40.0 | 47.2 | 46.0 | 47.8 |
| Hunter | 37.9 | 37.2 | 41.4 | 38.5 | 40.8 |
| John Jay | --- | --- | --- | --- | 34.2 |
| Lehman | 46.7 | 46.4 | 45.5 | 45.1 | 47.9 |
| Queens | 42.9 | 38.6 | 46.7 | 43.9 | 42.2 |
| York | 42.1 | 50.0 | 51.7 | 55.8 | 51.1 |
| Senior College Average | 44.5 | 42.8 | 46.9 | 45.2 | 44.0 |
| Comprehensive | | | | | |
| John Jay | 39.7 | 40.8 | 43.8 | 38.2 | --- |
| Medgar Evers | 45.6 | 52.7 | 51.1 | 45.9 | 42.5 |
| NYCCT | 49.3 | 50.6 | 48.5 | 48.1 | 44.6 |
| Staten Island | 39.0 | 40.2 | 35.6 | 32.9 | 37.2 |
| Comprehensive College Average | 43.1 | 45.2 | 43.9 | 40.8 | 41.3 |
| Community | | | | | |
| BMCC | 52.1 | 46.2 | 47.7 | 46.2 | 43.1 |
| Bronx | 60.3 | 61.2 | 59.8 | 60.1 | 56.3 |
| Hostos | 64.1 | 62.0 | 62.4 | 57.6 | 52.1 |
| Kingsborough | 55.6 | 53.3 | 53.4 | 55.9 | 51.7 |
| LaGuardia | 45.8 | 44.1 | 42.7 | 42.5 | 40.4 |
| Queensborough | 53.1 | 51.0 | 50.9 | 52.6 | 50.9 |
| Community College Average | 53.3 | 50.5 | 50.8 | 50.9 | 47.7 |
| University Average | 47.4 | 46.2 | 47.7 | 46.5 | 45.1 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. FTEs are apportioned for team-taught and cross-listed classes, but cannot be 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. Instruction is credited to the faculty member's appointment college. College Now sections are excluded.

University Performance Management Process 2011-12 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 teaching hours of veteran full-time faculty

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 7.6 | 7.8 | 7.4 | 8.2 | 7.9 |
| Brooklyn | 7.9 | 8.1 | 7.7 | 7.5 | 8.2 |
| City | 9.3 | 9.0 | 8.5 | 7.8 | 7.2 |
| Hunter | 7.1 | 7.2 | 7.1 | 7.5 | 7.3 |
| John Jay | --- | --- | --- | --- | 7.6 |
| Lehman | 7.7 | 8.0 | 8.2 | 7.3 | 8.2 |
| Queens | 7.4 | 7.4 | 7.3 | 7.1 | 8.5 |
| York | 7.4 | 8.1 | 8.2 | 8.1 | 8.4 |
| Senior College Average | 7.8 | 7.9 | 7.7 | 7.6 | 7.8 |
| Comprehensive | | | | | |
| John Jay | 6.9 | 7.2 | 7.7 | 7.4 | --- |
| Medgar Evers | 7.2 | 6.4 | 9.4 | 8.7 | 8.5 |
| NYCCT | 9.2 | 9.2 | 9.1 | 8.5 | 7.5 |
| Staten Island | 8.1 | 8.5 | 7.2 | 7.1 | 8.8 |
| Comprehensive College Average | 8.0 | 8.1 | 8.2 | 7.8 | 8.2 |
| Community | | | | | |
| BMCC | 11.5 | 11.7 | 12.2 | 11.9 | 12.4 |
| Bronx | 10.2 | 10.7 | 10.8 | 10.8 | 11.2 |
| Hostos | 10.1 | 10.9 | 10.9 | 10.4 | 10.9 |
| Kingsborough | 10.4 | 10.4 | 10.2 | 10.3 | 11.6 |
| LaGuardia | 10.4 | 10.3 | 10.9 | 10.1 | 11.1 |
| Queensborough | 11.6 | 11.8 | 12.0 | 12.1 | 12.1 |
| Community College Average | 10.8 | 11.1 | 11.3 | 11.0 | 11.7 |
| Graduate | | | | | |
| Graduate School | --- | --- | 6.0 | 4.9 | 5.3 |
| School of Journalism | --- | --- | 3.6* | 4.5* | 4.7* |
| Law School | --- | --- | 5.0* | 5.5* | 5.7* |
| University Average | 8.6 | 8.8 | 8.6 | 8.4 | 8.7 |

Note: Beginning with fall 2009, this indicator is based on data from the faculty workload collection from CUNYfirst and HR data from CUNYfirst. Eligibility for contractual release time is determined by the date of first appointment to the professorial title series at the college and tenure status. This indicator reflects the fall (and winter) contractual teaching hours of veteran full-time professorial faculty (not eligible for contractual release time) as reported by colleges in the CUNYfirst system. Teaching hours reflect the sum of instructional workload hours (non-overload) of veteran full-time professorial faculty divided by the number of veteran full-time professorial faculty. 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). Teaching hours are credited to the faculty member's appointment college.

*Based on fewer than 25 faculty members.

University Performance Management Process 2011-12 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 teaching hours of full-time faculty eligible for contractual release time

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 6.7 | 6.1 | 5.9 | 5.5 | 6.5 |
| Brooklyn | 7.3 | 7.1 | 6.9 | 6.8 | 7.3 |
| City | 6.9 | 7.2 | 7.8 | 7.1 | 6.2 |
| Hunter | 6.3 | 6.0 | 6.6 | 6.7 | 6.3 |
| John Jay | --- | --- | --- | --- | 7.2 |
| Lehman | 6.7 | 7.8 | 6.8 | 7.9 | 8.5 |
| Queens | 6.7 | 6.2 | 6.8 | 8.0 | 7.9 |
| York | 7.1 | 8.2 | 7.6 | 8.1 | 8.5 |
| Senior College Average | 6.8 | 6.8 | 6.9 | 7.2 | 7.2 |
| Comprehensive | | | | | |
| John Jay | 7.1 | 7.0 | 6.6 | 6.7 | --- |
| Medgar Evers | 6.2 | 7.4 | 7.9 | 8.3 | 8.4 |
| NYCCT | 9.7 | 9.7 | 8.4 | 8.7 | 6.0 |
| Staten Island | 7.2 | 7.3 | 7.6 | 7.7 | 7.6 |
| Comprehensive College Average | 7.7 | 8.0 | 7.5 | 7.8 | 6.9 |
| Community | | | | | |
| BMCC | 11.3 | 11.4 | 11.3 | 10.6 | 10.1 |
| Bronx | 10.3 | 9.8 | 11.6 | 11.8 | 10.3 |
| Hostos | 10.8 | 10.4 | 10.2 | 11.0 | 9.9 |
| Kingsborough | 10.7 | 10.3 | 9.9 | 10.2 | 12.6 |
| LaGuardia | 11.4 | 11.5 | 11.9 | 10.5 | 9.8 |
| Queensborough | 11.1 | 10.6 | 11.1 | 11.4 | 11.5 |
| Community College Average | 11.0 | 10.9 | 11.1 | 10.8 | 10.7 |
| Graduate | | | | | |
| Graduate School | --- | --- | 3.8* | 6.0* | 5.8* |
| School of Journalism | --- | --- | 5.3* | 6.0* | 8.2* |
| Law School | --- | --- | 4.5* | 4.5* | 3.2* |
| University Average | 8.1 | 8.1 | 8.1 | 8.3 | 8.2 |

Note: Beginning with fall 2009, this indicator is based on data from the faculty workload collection from CUNYfirst and HR data from CUNYfirst. Eligibility for contractual release time is determined by the date of first appointment to the professorial title series at the college and tenure status. This indicator reflects the fall (and winter) contractual teaching hours of new full-time professorial faculty (eligible for contractual release time) as reported by colleges in the CUNYfirst system. Teaching reflect the sum of the total instructional workload hours (non-overload) of full-time professorial faculty eligible for contractual release time divided by the number of full-time professorial faculty eligible for contractual release time. 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). Teaching hours are credited to the faculty member's appointment college.

*Based on fewer than 25 faculty members.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Percentage of non-ESL SEEK students who pass all basic skills tests within one year

Baccalaureate Programs

| | <u>Entering</u> <u>Class of Fall</u> <u>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Senior | | | | | |
| Baruch | 98.8 | 95.9 | 97.7 | 98.6 | 98.9 |
| Brooklyn | 88.9 | 97.5 | 93.9 | 98.9 | 98.4 |
| City | 96.6 | 96.4 | 93.1 | 91.3 | 98.4 |
| Hunter | 99.0 | 98.8 | 98.9 | 98.5 | 100.0 |
| John Jay | --- | --- | --- | --- | 81.8 |
| Lehman | 96.6 | 95.3 | 83.5 | 89.5 | 92.0 |
| Queens | 98.9 | 97.7 | 95.8 | 98.4 | 95.8 |
| York | 94.2 | 78.0 | 85.7 | 91.6 | 73.6 |
| Senior College Average | 95.9 | 94.0 | 92.1 | 95.2 | 90.9 |
| Comprehensive | | | | | |
| John Jay | 76.1 | 84.9 | 80.6 | 73.0 | --- |
| Medgar Evers | 100.0 | 100.0 | 96.8 | 100.0* | 80.0* |
| NYCCT | 93.7* | 100.0* | 94.4* | 100.0 | 93.3* |
| Staten Island | --- | --- | 100.0* | 100.0* | 100.0* |
| Comprehensive College Average | 81.6 | 89.2 | 85.1 | 78.3 | 87.5 |
| University Average | 93.8 | 93.4 | 90.8 | 91.2 | 90.8 |

Note: Students who are both SEEK and ESL (based on ESL course enrollment in the first term) are excluded from the base because they have two years to meet basic skills requirements. The PMP continues to report the one-year proficiency rate for SEEK students even though, beginning with the fall 2009 entering cohort, SEEK students have two years to gain proficiency in math. Rates for all years have been recalculated to exclude students who were no longer enrolled in the fall term after entry.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Percentage of ESL students (SEEK and regular) who pass all basic skills tests within two 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 | 100.0 | 98.4 | 98.2 | 100.0 | 100.0 |
| Brooklyn | 85.4 | 100.0* | 91.3* | 87.1 | 86.2 |
| City | 94.1 | 87.5 | 92.3 | 95.2 | 87.5 |
| Hunter | 88.0 | 95.1 | 92.6 | 81.2* | 90.0* |
| John Jay | --- | --- | --- | --- | 81.2* |
| Lehman | 70.0* | 92.8 | 82.5 | 75.0* | 76.5* |
| Queens | 95.4 | 84.4 | 89.4 | 86.0 | 81.8 |
| York | 73.2 | 71.9 | 57.6 | 92.6 | 92.3 |
| Senior College Average | 89.4 | 91.4 | 89.3 | 92.7 | 90.8 |
| Comprehensive | | | | | |
| John Jay | 50.0* | 75.0* | 66.7* | 70.6* | --- |
| Medgar Evers | --- | --- | --- | 100.0* | --- |
| NYCCT | 66.7* | 100.0* | --- | 100.0* | --- |
| Staten Island | --- | 100.0* | --- | 100.0* | 50.0* |
| Comprehensive College Average | 57.1* | 83.3* | 66.7* | 76.2* | 50.0* |
| University Average | 88.7 | 91.3 | 89.1 | 91.7 | 90.5 |

Note: ESL students are identified as those students enrolled in at least one ESL course in their first term at CUNY, including those in the SEEK program. Rates for all years have been recalculated to exclude students who were no longer enrolled two years after entry.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Percentage of entering first-time freshmen who increased their basic skills reading test score over the summer

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 86.7 | 92.0* | 100.0* | 90.9* | 100.0* |
| Brooklyn | 74.4 | 91.4 | 90.3 | 76.2* | 63.6* |
| City | 87.9 | 91.7 | 75.0* | 83.3* | 81.8* |
| Hunter | 90.0* | 81.3* | 66.7* | 80.0* | 100.0* |
| John Jay | --- | --- | --- | --- | 95.3 |
| Lehman | 76.5 | 90.6 | 100.0* | 88.0 | 78.3* |
| Queens | 85.7 | 89.7 | 93.2 | 89.3 | 89.3 |
| York | 85.4 | 89.3 | 84.5 | 86.2 | 83.7 |
| Senior College Average | 83.3 | 90.0 | 88.4 | 85.5 | 86.8 |
| Comprehensive | | | | | |
| John Jay | 90.5 | 93.1 | 96.0 | 94.6 | --- |
| Medgar Evers | 81.3 | 90.5 | 89.4 | 92.3 | 79.5 |
| NYCCT | 77.3 | 84.1 | 79.5 | 82.7 | 91.6 |
| Staten Island | 89.3 | 96.4 | 92.9 | 94.4 | 86.7 |
| Comprehensive College Average | 85.1 | 90.7 | 89.2 | 89.5 | 88.1 |
| Community | | | | | |
| BMCC | 80.3 | 84.4 | 92.3 | 88.4 | 87.4 |
| Bronx | 76.7 | 64.7* | 68.8 | 82.4 | 85.5 |
| Hostos | 50.0* | 80.0* | 76.9* | 95.0* | 85.7 |
| Kingsborough | 87.2 | 82.5 | 86.2 | 81.4 | 90.5 |
| LaGuardia | 97.4 | 84.2 | 86.9 | 95.3 | 90.2 |
| Queensborough | 76.4 | 94.9 | 84.6 | 91.9 | 94.7 |
| Community College Average | 82.5 | 84.1 | 85.4 | 87.5 | 88.8 |
| University Average | 83.9 | 89.2 | 87.8 | 87.8 | 88.1 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in reading with the initial attempt of the reading test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the percentage of students whose last test taken during summer was higher than their initial reading test score.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

Percentage of entering first-time freshmen who increased their basic skills writing (essay) test score over the summer

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 87.3 | 83.9 | 85.7 | 100.0* | 100.0* |
| Brooklyn | 80.4 | 87.3 | 87.5 | 100.0* | 66.7* |
| City | 80.8 | 74.6 | 77.6 | 73.5* | 83.3* |
| Hunter | 55.2 | 75.9 | 53.8* | 87.5* | 55.6* |
| John Jay | --- | --- | --- | --- | 96.7 |
| Lehman | 77.2 | 79.1 | 76.2 | 81.1 | 86.2 |
| Queens | 82.0 | 82.2 | 76.3 | 98.0 | 90.0 |
| York | 74.8 | 76.6 | 71.9 | 75.8 | 98.4 |
| Senior College Average | 78.4 | 79.8 | 76.0 | 83.5 | 90.7 |
| Comprehensive | | | | | |
| John Jay | 75.6 | 86.1 | 71.0 | 78.7 | --- |
| Medgar Evers | 62.8 | 70.0* | 69.4 | 70.7 | 89.2 |
| NYCCT | 58.6 | 59.8 | 65.5 | 49.5 | 82.3 |
| Staten Island | 70.2 | 72.5 | 72.0 | 79.5 | 79.0 |
| Comprehensive College Average | 66.2 | 70.2 | 69.0 | 66.7 | 81.9 |
| Community | | | | | |
| BMCC | 60.3 | 67.4 | 70.2 | 60.0 | 77.0 |
| Bronx | 69.4 | 78.1 | 67.2 | 70.4 | 67.1 |
| Hostos | 66.7* | 75.0* | 56.0* | 46.7 | 63.2 |
| Kingsborough | 73.1 | 71.6 | 63.2 | 57.1 | 93.0 |
| LaGuardia | 73.5 | 66.7 | 77.0 | 71.6 | 73.7* |
| Queensborough | 71.9 | 65.3 | 67.2 | 73.5 | 91.4 |
| Community College Average | 69.9 | 68.8 | 67.4 | 64.8 | 79.0 |
| University Average | 71.9 | 73.8 | 69.9 | 69.1 | 82.6 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in writing with the initial attempt of the writing (essay) test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the percentage of students whose last test taken during summer was higher than their initial writing test score. Percentages for summer 2011 reflect changes from previous years in test forms used, score ranges, and populations retaking the writing essay. Percentages for summer 2011 reflect the use of the CAT-W test for retesting whereas summer 2010 reflects use of the COMPASS Writing test for retesting. CAT-W test scores ranged from 0 to 96, whereas COMPASS Writing test scores ranged from 0 to 12. The population retesting in summer 2011 was smaller than those who retested in summer 2010. Therefore rates for summer 2011 are not comparable to previous years.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Percentage of entering first-time freshmen who increased their basic skills COMPASS Math 1 (pre-algebra) test score over the summer

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 100.0* | 100.0* | 100.0* | --- | 83.3* |
| Brooklyn | 100.0 | 89.6 | 94.8 | 100.0 | 95.8 |
| City | 83.8 | 91.4 | 87.2 | 86.5 | 90.0* |
| Hunter | 100.0* | 100.0* | 100.0* | --- | --- |
| John Jay | --- | --- | --- | --- | 98.4 |
| Lehman | 87.7 | 88.7 | 93.1 | 93.4 | 95.1 |
| Queens | 95.8* | 88.2* | 100.0* | 100.0* | 100.0* |
| York | 90.7 | 96.2 | 95.8 | 89.1 | 93.6 |
| Senior College Average | 89.7 | 91.8 | 93.5 | 91.7 | 95.2 |
| Comprehensive | | | | | |
| John Jay | 91.0 | 90.8 | 96.2 | 93.0 | --- |
| Medgar Evers | 89.3 | 89.5 | 100.0 | 96.1 | 94.7 |
| NYCCT | 98.0 | 96.2 | 99.1 | 94.9 | 93.5 |
| Staten Island | 88.3 | 95.6 | 88.2 | 90.7 | 96.2 |
| Comprehensive College Average | 91.0 | 93.5 | 93.4 | 92.5 | 95.5 |
| Community | | | | | |
| BMCC | 92.2 | 91.1 | 95.5 | 92.0 | 90.0 |
| Bronx | 66.7* | 100.0* | 83.1 | 77.1 | 66.7 |
| Hostos | 90.0* | 87.0* | 78.9* | 87.5* | 88.2 |
| Kingsborough | 88.5 | 79.2 | 92.6 | 82.2 | 91.1 |
| LaGuardia | 97.6 | 93.3 | 93.0 | 94.4 | 93.0 |
| Queensborough | 50.0* | 100.0* | 93.2 | 93.3 | 90.1 |
| Community College Average | 90.3 | 88.8 | 91.3 | 87.9 | 89.3 |
| University Average | 90.3 | 91.6 | 92.8 | 90.9 | 93.1 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in math on the COMPASS Math 1 with the initial attempt of the COMPASS Math 1 test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the percentage of students whose last test taken during summer was higher than their initial COMPASS Math 1 test score.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Percentage of entering first-time freshmen who increased their basic skills COMPASS Math 2 (algebra) test score over the summer

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 100.0* | 87.5* | 100.0* | 100.0* | 88.9* |
| Brooklyn | 96.5 | 93.5 | 98.7 | 100.0 | 87.2 |
| City | 89.7 | 92.5 | 90.1 | 84.8 | 85.1 |
| Hunter | 100.0* | 100.0* | 83.3* | 80.0* | 66.7* |
| John Jay | --- | --- | --- | --- | 96.8 |
| Lehman | 86.2 | 87.0 | 92.8 | 92.1 | 97.5 |
| Queens | 96.4 | 97.7 | 100.0 | 100.0* | 100.0* |
| York | 93.6 | 91.0 | 93.0 | 91.4 | 93.5 |
| Senior College Average | 91.5 | 91.0 | 93.8 | 92.2 | 94.5 |
| Comprehensive | | | | | |
| John Jay | 88.9 | 87.2 | 90.2 | 97.8 | --- |
| Medgar Evers | 100.0* | 91.4 | 94.2 | 98.6 | 99.1 |
| NYCCT | 100.0 | 97.8 | 99.4 | 95.5 | 97.3 |
| Staten Island | 89.4 | 93.0 | 89.0 | 87.9 | 90.2 |
| Comprehensive College Average | 91.6 | 92.3 | 92.1 | 92.2 | 93.3 |
| Community | | | | | |
| BMCC | 94.5 | 83.9 | 91.5 | 95.8 | 91.5 |
| Bronx | 79.3 | 84.6* | 72.7 | 100.0* | 62.5 |
| Hostos | 80.0* | 90.9* | 91.7* | 95.2* | 78.8 |
| Kingsborough | 89.2 | 92.6 | 87.2 | 81.6 | 90.1 |
| LaGuardia | 92.6 | 91.5 | 94.7 | 94.6 | 96.0 |
| Queensborough | 87.8 | 95.8* | 97.3 | 95.4 | 94.8 |
| Community College Average | 89.2 | 88.5 | 90.0 | 92.0 | 89.7 |
| University Average | 91.1 | 91.1 | 92.1 | 92.1 | 92.6 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in math on the COMPASS Math 2 with the initial attempt of the COMPASS Math 2 test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the percentage of students whose last test taken during summer was higher than their initial COMPASS Math 2 test score. The population retesting in summer 2011 was substantially larger than those who retested in summer 2010.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

Pass rate in reading on exit from remediation

| Associate Programs | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 50.0 | 60.4 | 49.6 | 41.8 | 37.8 |
| Medgar Evers | 40.7 | 45.1 | 40.2 | 36.4 | 35.8 |
| NYCCT | 54.3 | 62.0 | 63.3 | 63.8 | 50.6 |
| Staten Island | 46.6 | 49.2 | 53.4 | 47.9 | 47.5 |
| Comprehensive College Average | 49.1 | 55.4 | 52.6 | 48.7 | 43.6 |
| Community | | | | | |
| BMCC | 38.5 | 47.3 | 45.0 | 46.6 | 44.7 |
| Bronx | 49.8 | 55.9 | 54.9 | 54.7 | 47.7 |
| Hostos | 33.8 | 35.0 | 35.6 | 32.8 | 33.9 |
| Kingsborough | 50.9 | 57.8 | 54.3 | 51.1 | 46.2 |
| LaGuardia | 39.0 | 38.4 | 35.4 | 33.8 | 37.7 |
| Queensborough | 48.5 | 46.3 | 52.8 | 48.4 | 42.0 |
| Community College Average | 42.6 | 45.3 | 45.1 | 43.3 | 42.2 |
| University Average | 43.9 | 47.1 | 46.3 | 44.1 | 42.3 |

Note: Pass rates reflect the number of students who passed the reading test divided by the number of students who took the reading test during the exit period or took the last-in-sequence reading course in the fall term.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

Pass rate in writing on exit from remediation

| Associate Programs | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 46.7 | 54.0 | 50.7 | 43.7 | 51.5 |
| Medgar Evers | 38.1 | 32.6 | 36.8 | 29.0 | 37.6 |
| NYCCT | 34.5 | 40.0 | 35.6 | 43.4 | 37.2 |
| Staten Island | 49.0 | 42.4 | 45.8 | 53.4 | 40.0 |
| Comprehensive College Average | 41.6 | 41.9 | 41.3 | 41.7 | 38.9 |
| Community | | | | | |
| BMCC | 43.8 | 38.1 | 44.1 | 38.6 | 33.1 |
| Bronx | 61.5 | 56.3 | 56.6 | 53.9 | 50.9 |
| Hostos | 35.0 | 33.4 | 35.9 | 33.9 | 34.8 |
| Kingsborough | 36.7 | 30.7 | 27.3 | 33.6 | 35.3 |
| LaGuardia | 35.1 | 33.4 | 34.3 | 43.6 | 41.2 |
| Queensborough | 38.7 | 45.4 | 41.2 | 47.4 | 40.0 |
| Community College Average | 40.8 | 37.5 | 39.0 | 41.1 | 38.0 |
| University Average | 41.0 | 38.5 | 39.5 | 41.2 | 38.1 |

Note: Pass rates reflect the number of students who passed the writing test divided by the number of students who took the writing test during the exit period or took the last-in-sequence writing course in the fall term.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

Pass rate in math on exit from remediation

| Associate Programs | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 29.6 | 30.8 | 47.8 | 45.5 | 44.7 |
| Medgar Evers | 23.2 | 14.2 | 22.4 | 24.8 | 30.5 |
| NYCCT | 31.0 | 30.1 | 30.5 | 28.2 | 36.9 |
| Staten Island | 14.7 | 28.8 | 29.2 | 30.1 | 47.6 |
| Comprehensive College Average | 23.9 | 26.4 | 31.4 | 29.9 | 38.4 |
| Community | | | | | |
| BMCC | 25.8 | 28.8 | 31.9 | 32.3 | 46.7 |
| Bronx | 22.8 | 27.6 | 30.1 | 20.8 | 38.4 |
| Hostos | 27.7 | 28.0 | 31.0 | 31.5 | 49.3 |
| Kingsborough | 49.1 | 29.4 | 25.7 | 32.8 | 39.3 |
| LaGuardia | 24.9 | 27.3 | 30.1 | 30.2 | 35.6 |
| Queensborough | 24.1 | 24.6 | 24.2 | 63.3 | 41.8 |
| Community College Average | 27.2 | 27.7 | 29.0 | 32.4 | 41.9 |
| University Average | 26.3 | 27.4 | 29.6 | 31.8 | 41.2 |

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 the last-in-sequence Math course in the fall term. For fall 2011, pass rates reflect the number of students who passed the COMPASS Math 2 test or passed the 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 the last-in-sequence Math course in the fall term.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 72.5 | 71.5 | 74.9 | 78.5 | 76.5 |
| Medgar Evers | 64.2 | 64.5 | 66.6 | 69.3 | 73.7 |
| NYCCT | 91.7 | 92.0 | 90.6 | 91.4 | 88.9 |
| Staten Island | 91.4 | 89.2 | 88.9 | 85.4 | 86.5 |
| Comprehensive College Average | 83.3 | 82.3 | 82.8 | 83.8 | 83.7 |
| Community | | | | | |
| BMCC | 66.2 | 65.9 | 60.9 | 61.5 | 58.6 |
| Bronx | 56.1 | 52.7 | 45.5 | 45.8 | 46.1 |
| Hostos | 59.0 | 64.2 | 64.6 | 58.5 | 58.1 |
| Kingsborough | 62.1 | 57.1 | 52.3 | 46.1 | 43.7 |
| LaGuardia | 68.0 | 67.5 | 63.7 | 62.3 | 63.1 |
| Queensborough | 70.3 | 68.3 | 64.4 | 67.0 | 62.6 |
| Community College Average | 64.3 | 62.6 | 58.3 | 56.7 | 55.1 |
| University Average | 69.0 | 67.4 | 64.2 | 62.7 | 60.7 |

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. Through fall 2010, 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 fall 2011, students are considered fully proficient if he or she 1) is proficient in reading and writing and 2) passed the math test prior to the term or passed the last-in-sequence math course in spring 2011 (grade C or better). For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

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

Baccalaureate Programs

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 58.4 | 55.5 | 53.0 | 51.1 | 48.1 |
| Brooklyn | 43.3 | 39.1 | 44.8 | 39.6 | 39.3 |
| City | 35.0 | 36.9 | 41.6 | 38.5 | 40.3 |
| Hunter | 35.7 | 34.8 | 39.6 | 36.8 | 39.9 |
| John Jay | --- | --- | --- | --- | 32.8 |
| Lehman | 38.4 | 39.1 | 37.7 | 36.8 | 39.4 |
| Queens | 41.1 | 35.0 | 44.0 | 40.5 | 39.1 |
| York | 39.9 | 47.3 | 46.5 | 50.5 | 45.1 |
| Senior College Average | 42.0 | 40.7 | 43.6 | 41.5 | 40.2 |
| Comprehensive | | | | | |
| John Jay | 38.7 | 39.3 | 41.9 | 35.3 | --- |
| Medgar Evers | 42.6 | 51.7 | 49.7 | 43.7 | 39.2 |
| NYCCT | 48.0 | 49.0 | 46.9 | 47.3 | 43.1 |
| Staten Island | 32.8 | 33.6 | 27.8 | 24.9 | 29.3 |
| Comprehensive College Average | 40.8 | 42.9 | 41.0 | 37.9 | 37.4 |
| University Average | 41.5 | 41.7 | 42.5 | 39.9 | 39.2 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. FTEs are apportioned for team-taught and cross-listed classes, but cannot be 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 lower division courses taught by full-time faculty members by the total of all lower division student FTEs. 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. Instruction is credited to the faculty member's appointment college. College Now sections are excluded.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

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

Percentage of students passing freshman composition with C or better

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 94.9 | 94.9 | 95.9 | 94.2 | 94.4 |
| Brooklyn | 80.9 | 79.5 | 82.8 | 83.1 | 81.7 |
| City | 92.1 | 91.5 | 92.5 | 92.8 | 91.1 |
| Hunter | 93.4 | 93.3 | 95.4 | 95.2 | 96.8 |
| John Jay | --- | --- | --- | --- | 82.2 |
| Lehman | 90.4 | 87.7 | 90.1 | 88.3 | 92.9 |
| Queens | 90.7 | 93.1 | 91.8 | 92.8 | 91.9 |
| York | 73.9 | 81.3 | 80.9 | 84.7 | 84.8 |
| Senior College Average | 89.0 | 89.2 | 90.7 | 91.8 | 89.4 |
| Comprehensive | | | | | |
| John Jay | 77.5 | 82.2 | 82.1 | 83.6 | --- |
| Medgar Evers | 68.0 | 71.8 | 70.4 | 73.2 | 68.6 |
| NYCCT | 83.3 | 84.2 | 84.6 | 84.4 | 87.1 |
| Staten Island | 92.0 | 91.5 | 91.1 | 92.0 | 92.5 |
| Comprehensive College Average | 81.9 | 84.0 | 83.6 | 84.7 | 85.4 |
| Community | | | | | |
| BMCC | 81.5 | 80.7 | 80.4 | 81.1 | 82.3 |
| Bronx | 78.4 | 84.1 | 78.4 | 78.4 | 80.5 |
| Hostos | 80.3 | 82.9 | 80.5 | 81.1 | 81.1 |
| Kingsborough | 88.0 | 86.7 | 88.1 | 85.4 | 84.6 |
| LaGuardia | 75.5 | 78.1 | 75.6 | 76.4 | 79.6 |
| Queensborough | 87.4 | 87.0 | 86.6 | 85.1 | 83.1 |
| Community College Average | 82.0 | 82.8 | 81.8 | 81.4 | 82.2 |
| University Average | 83.9 | 84.8 | 84.4 | 84.3 | 84.8 |

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

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

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

Percentage of students passing gateway mathematics courses with C or better

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 59.8 | 61.4 | 50.6 | 54.9 | 51.4 |
| Brooklyn | 69.6 | 74.2 | 70.5 | 76.7 | 82.2 |
| City | 62.9 | 67.0 | 65.3 | 64.0 | 74.4 |
| Hunter | 74.3 | 58.0 | 72.8 | 78.3 | 77.1 |
| John Jay | --- | --- | --- | --- | 64.4 |
| Lehman | 62.7 | 63.7 | 67.6 | 69.8 | 77.7 |
| Queens | 69.7 | 73.4 | 64.2 | 75.8 | 69.3 |
| York | 68.9 | 59.3 | 69.9 | 63.9 | 67.3 |
| Senior College Average | 65.5 | 64.3 | 64.2 | 66.8 | 67.4 |
| Comprehensive | | | | | |
| John Jay | 60.1 | 61.6 | 59.8 | 62.9 | --- |
| Medgar Evers | 73.1 | 68.7 | 76.0 | 66.3 | 77.9 |
| NYCCT | 55.4 | 55.5 | 61.5 | 56.1 | 60.8 |
| Staten Island | 72.7 | 70.8 | 66.1 | 70.1 | 70.6 |
| Comprehensive College Average | 61.6 | 61.4 | 63.3 | 61.7 | 66.5 |
| Community | | | | | |
| BMCC | 73.2 | 69.1 | 71.3 | 74.9 | 73.4 |
| Bronx | 61.5 | 56.8 | 45.8 | 55.6 | 63.6 |
| Hostos | 59.2 | 67.6 | 68.1 | 66.1 | 74.9 |
| Kingsborough | 59.1 | 74.4 | 67.8 | 71.2 | 73.9 |
| LaGuardia | 65.1 | 59.5 | 59.6 | 62.5 | 62.8 |
| Queensborough | 57.8 | 56.3 | 57.1 | 60.3 | 60.5 |
| Community College Average | 65.2 | 64.9 | 63.8 | 67.0 | 67.2 |
| University Average | 63.7 | 63.2 | 63.7 | 64.6 | 67.1 |

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

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Senior | | | | | |
| Baruch | | | | | |
| Underrepresented Minorities (URM) | 85.2 | 89.0 | 86.6 | 89.4 | 85.9 |
| Non-Underrepresented Minorities (non-URM) | 89.5 | 89.8 | 88.9 | 91.1 | 90.1 |
| URM-non-URM Gap | -4.3 | -0.8 | -2.3 | -1.7 | -4.2 |
| Brooklyn | | | | | |
| Underrepresented Minorities (URM) | 80.9 | 74.7 | 71.4 | 80.5 | 79.9 |
| Non-Underrepresented Minorities (non-URM) | 79.9 | 78.5 | 81.6 | 82.5 | 82.8 |
| URM-non-URM Gap | 1.0 | -3.8 | -10.1 | -2.0 | -2.9 |
| City | | | | | |
| Underrepresented Minorities (URM) | 79.3 | 81.9 | 79.9 | 82.9 | 85.8 |
| Non-Underrepresented Minorities (non-URM) | 79.6 | 80.6 | 78.9 | 83.9 | 85.6 |
| URM-non-URM Gap | -0.3 | 1.3 | 1.0 | -1.0 | 0.2 |
| Hunter | | | | | |
| Underrepresented Minorities (URM) | 79.0 | 82.9 | 82.7 | 82.7 | 85.8 |
| Non-Underrepresented Minorities (non-URM) | 83.1 | 83.9 | 84.8 | 85.5 | 85.2 |
| URM-non-URM Gap | -4.1 | -1.0 | -2.1 | -2.8 | 0.6 |
| John Jay | | | | | |
| Underrepresented Minorities (URM) | --- | --- | --- | --- | 79.6 |
| Non-Underrepresented Minorities (non-URM) | --- | --- | --- | --- | 76.5 |
| URM-non-URM Gap | --- | --- | --- | --- | 3.1 |
| Lehman | | | | | |
| Underrepresented Minorities (URM) | 73.5 | 71.9 | 76.9 | 80.2 | 80.7 |
| Non-Underrepresented Minorities (non-URM) | 72.5 | 72.5 | 78.2 | 81.3 | 71.9 |
| URM-non-URM Gap | 1.0 | -0.6 | -1.2 | -1.2 | 8.8 |
| Queens | | | | | |
| Underrepresented Minorities (URM) | 83.3 | 84.2 | 84.5 | 85.3 | 90.3 |
| Non-Underrepresented Minorities (non-URM) | 84.1 | 85.0 | 86.3 | 88.5 | 86.1 |
| URM-non-URM Gap | -0.8 | -0.8 | -1.7 | -3.1 | 4.1 |
| York | | | | | |
| Underrepresented Minorities (URM) | 71.9 | 70.2 | 75.0 | 73.7 | 77.7 |
| Non-Underrepresented Minorities (non-URM) | 67.9 | 67.3 | 75.6 | 77.5 | 78.0 |
| URM-non-URM Gap | 4.1 | 2.8 | -0.6 | -3.8 | -0.3 |
| Senior College Average | | | | | |
| Underrepresented Minorities (URM) | 78.5 | 78.3 | 79.1 | 81.3 | 82.1 |
| Non-Underrepresented Minorities (non-URM) | 82.9 | 83.3 | 84.1 | 86.1 | 84.2 |
| URM-non-URM Gap | -4.4 | -5.0 | -5.0 | -4.8 | -2.1 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|--------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Comprehensive | | | | | |
| John Jay | | | | | |
| Underrepresented Minorities (URM) | 75.8 | 73.6 | 75.3 | 76.2 | --- |
| Non-Underrepresented Minorities (non-URM) | 71.7 | 70.1 | 74.1 | 77.4 | --- |
| URM-non-URM Gap | 4.1 | 3.5 | 1.2 | -1.1 | --- |
| Medgar Evers | | | | | |
| Underrepresented Minorities (URM) | 61.2 | 56.6 | 68.7 | 63.9 | 64.5 |
| Non-Underrepresented Minorities (non-URM) | 66.7* | 33.3* | 100.0* | 63.6* | 56.3* |
| URM-non-URM Gap | -5.5* | 23.3* | -31.3* | 0.3* | 8.2* |
| NYCCT | | | | | |
| Underrepresented Minorities (URM) | 76.7 | 78.8 | 79.5 | 73.4 | 78.5 |
| Non-Underrepresented Minorities (non-URM) | 71.7 | 79.4 | 82.0 | 76.1 | 67.2 |
| URM-non-URM Gap | 5.0 | -0.6 | -2.5 | -2.7 | 11.3 |
| Staten Island | | | | | |
| Underrepresented Minorities (URM) | 80.6 | 74.4 | 74.7 | 78.9 | 73.0 |
| Non-Underrepresented Minorities (non-URM) | 82.1 | 83.2 | 80.8 | 84.4 | 86.4 |
| URM-non-URM Gap | -1.5 | -8.8 | -6.1 | -5.4 | -13.5 |
| Comprehensive College Average | | | | | |
| Underrepresented Minorities (URM) | 73.6 | 70.9 | 74.5 | 74.8 | 70.8 |
| Non-Underrepresented Minorities (non-URM) | 76.2 | 75.6 | 77.6 | 80.3 | 83.7 |
| URM-non-URM Gap | -2.6 | -4.7 | -3.0 | -5.5 | -12.9 |

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

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|--------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| University Average | | | | | |
| Underrepresented Minorities (URM) | 77.6 | 76.7 | 78.0 | 79.6 | 81.0 |
| Non-Underrepresented Minorities (non-URM) | 81.9 | 82.2 | 83.1 | 85.1 | 84.1 |
| URM-non-URM Gap | -4.4 | -5.5 | -5.1 | -5.6 | -3.1 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|-------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Senior | | | | | |
| Baruch | | | | | |
| Males | 87.2 | 87.9 | 87.6 | 89.1 | 88.3 |
| Females | 89.5 | 91.5 | 89.2 | 92.7 | 90.7 |
| Male-Female Gap | -2.3 | -3.6 | -1.6 | -3.6 | -2.4 |
| Brooklyn | | | | | |
| Males | 79.2 | 76.2 | 77.3 | 80.8 | 80.5 |
| Females | 81.0 | 77.9 | 78.3 | 82.8 | 83.1 |
| Male-Female Gap | -1.8 | -1.7 | -1.0 | -2.0 | -2.6 |
| City | | | | | |
| Males | 79.2 | 78.9 | 79.6 | 83.4 | 86.5 |
| Females | 79.7 | 83.5 | 79.3 | 83.3 | 84.8 |
| Male-Female Gap | -0.5 | -4.6 | 0.3 | 0.1 | 1.7 |
| Hunter | | | | | |
| Males | 77.7 | 80.1 | 81.8 | 80.6 | 81.5 |
| Females | 83.7 | 85.4 | 85.5 | 87.1 | 87.5 |
| Male-Female Gap | -6.0 | -5.3 | -3.6 | -6.5 | -6.0 |
| John Jay | | | | | |
| Males | --- | --- | --- | --- | 77.7 |
| Females | --- | --- | --- | --- | 79.0 |
| Male-Female Gap | --- | --- | --- | --- | -1.3 |
| Lehman | | | | | |
| Males | 71.3 | 70.5 | 76.0 | 75.1 | 75.1 |
| Females | 74.0 | 72.6 | 77.7 | 83.7 | 81.3 |
| Male-Female Gap | -2.7 | -2.2 | -1.7 | -8.6 | -6.2 |
| Queens | | | | | |
| Males | 81.3 | 80.5 | 84.0 | 86.5 | 86.0 |
| Females | 85.5 | 87.6 | 87.1 | 88.8 | 87.8 |
| Male-Female Gap | -4.2 | -7.1 | -3.1 | -2.3 | -1.8 |
| York | | | | | |
| Males | 68.8 | 66.4 | 76.2 | 77.6 | 75.3 |
| Females | 72.1 | 71.3 | 74.6 | 73.2 | 79.4 |
| Male-Female Gap | -3.4 | -4.9 | 1.7 | 4.3 | -4.1 |
| Senior College Average | | | | | |
| Males | 79.9 | 79.1 | 81.4 | 83.2 | 82.2 |
| Females | 81.7 | 82.5 | 82.2 | 85.1 | 84.2 |
| Male-Female Gap | -1.8 | -3.3 | -0.8 | -1.9 | -2.0 |

Note: These indicators show the percentage of male and female freshmen who were still enrolled in the college of entry one year after entry. The gap is the difference between the two rates.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|--------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Comprehensive | | | | | |
| John Jay | | | | | |
| Males | 73.7 | 70.8 | 71.6 | 76.2 | --- |
| Females | 74.4 | 73.2 | 77.2 | 77.1 | --- |
| Male-Female Gap | -0.7 | -2.4 | -5.7 | -1.0 | --- |
| Medgar Evers | | | | | |
| Males | 61.4 | 58.8 | 76.9 | 65.7 | 60.0 |
| Females | 61.3 | 54.5 | 66.0 | 62.7 | 66.7 |
| Male-Female Gap | 0.1 | 4.3 | 10.9 | 3.0 | -6.7 |
| NYCCT | | | | | |
| Males | 74.8 | 80.2 | 81.4 | 73.0 | 71.4 |
| Females | 75.9 | 75.0 | 77.3 | 77.0 | 81.3 |
| Male-Female Gap | -1.1 | 5.2 | 4.1 | -4.0 | -9.8 |
| Staten Island | | | | | |
| Males | 80.3 | 81.6 | 77.7 | 79.9 | 80.2 |
| Females | 82.8 | 81.6 | 81.4 | 87.1 | 86.5 |
| Male-Female Gap | -2.5 | 0.0 | -3.6 | -7.1 | -6.2 |
| Comprehensive College Average | | | | | |
| Males | 74.5 | 73.1 | 74.5 | 76.3 | 75.0 |
| Females | 75.1 | 72.8 | 76.8 | 78.3 | 81.9 |
| Male-Female Gap | -0.7 | 0.4 | -2.3 | -2.0 | -6.9 |

Note: These indicators show the percentage of male and female freshmen who were still enrolled in the college of entry one year after entry. The gap is the difference between the two rates.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|---------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| University Average | | | | | |
| Males | 79.0 | 78.1 | 80.0 | 81.6 | 81.5 |
| Females | 80.7 | 80.8 | 81.2 | 83.7 | 84.0 |
| Male-Female Gap | -1.7 | -2.8 | -1.2 | -2.1 | -2.5 |

Note: These indicators show the percentage of male and female freshmen who were still enrolled in the college of entry one year after entry. The gap is the difference between the two rates.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Comprehensive | | | | | |
| John Jay | | | | | |
| Underrepresented Minorities (URM) | 61.5 | 61.5 | 66.8 | 69.2 | --- |
| Non-Underrepresented Minorities (non-URM) | 67.5 | 67.5 | 69.2 | 69.0 | --- |
| URM-non-URM Gap | -6.0 | -6.0 | -2.4 | 0.2 | --- |
| Medgar Evers | | | | | |
| Underrepresented Minorities (URM) | 49.3 | 52.8 | 55.6 | 55.8 | 58.6 |
| Non-Underrepresented Minorities (non-URM) | 80.0* | 55.6* | 50.0* | 52.0 | 69.7 |
| URM-non-URM Gap | -30.7* | -2.8* | 5.6* | 3.8 | -11.1 |
| NYCCT | | | | | |
| Underrepresented Minorities (URM) | 58.3 | 58.3 | 56.7 | 61.2 | 61.9 |
| Non-Underrepresented Minorities (non-URM) | 69.3 | 69.1 | 70.0 | 72.8 | 72.9 |
| URM-non-URM Gap | -11.0 | -10.8 | -13.4 | -11.6 | -11.0 |
| Staten Island | | | | | |
| Underrepresented Minorities (URM) | 59.5 | 58.7 | 57.9 | 59.3 | 67.4 |
| Non-Underrepresented Minorities (non-URM) | 64.3 | 65.4 | 66.2 | 70.7 | 69.2 |
| URM-non-URM Gap | -4.8 | -6.8 | -8.3 | -11.4 | -1.8 |
| Comprehensive College Average | | | | | |
| Underrepresented Minorities (URM) | 58.1 | 58.5 | 58.6 | 61.2 | 61.8 |
| Non-Underrepresented Minorities (non-URM) | 66.5 | 66.8 | 67.7 | 71.0 | 70.8 |
| URM-non-URM Gap | -8.4 | -8.3 | -9.1 | -9.8 | -9.0 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|--------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Community | | | | | |
| BMCC | | | | | |
| Underrepresented Minorities (URM) | 55.9 | 59.9 | 58.9 | 63.6 | 60.9 |
| Non-Underrepresented Minorities (non-URM) | 66.0 | 65.6 | 65.6 | 72.3 | 73.3 |
| URM-non-URM Gap | -10.2 | -5.7 | -6.7 | -8.7 | -12.4 |
| Bronx | | | | | |
| Underrepresented Minorities (URM) | 61.6 | 61.1 | 64.9 | 60.9 | 57.6 |
| Non-Underrepresented Minorities (non-URM) | 58.0 | 62.9 | 72.1 | 60.2 | 65.2 |
| URM-non-URM Gap | 3.6 | -1.8 | -7.3 | 0.7 | -7.6 |
| Hostos | | | | | |
| Underrepresented Minorities (URM) | 57.7 | 60.5 | 56.7 | 62.7 | 63.4 |
| Non-Underrepresented Minorities (non-URM) | 60.9* | 58.8 | 61.0 | 66.7 | 68.5 |
| URM-non-URM Gap | -3.1* | 1.7 | -4.2 | -4.0 | -5.1 |
| Kingsborough | | | | | |
| Underrepresented Minorities (URM) | 58.8 | 61.5 | 66.2 | 63.8 | 62.4 |
| Non-Underrepresented Minorities (non-URM) | 70.8 | 70.9 | 74.5 | 75.4 | 71.6 |
| URM-non-URM Gap | -12.0 | -9.4 | -8.3 | -11.5 | -9.2 |
| LaGuardia | | | | | |
| Underrepresented Minorities (URM) | 61.0 | 59.7 | 60.5 | 65.4 | 63.9 |
| Non-Underrepresented Minorities (non-URM) | 71.7 | 74.1 | 74.9 | 75.2 | 76.4 |
| URM-non-URM Gap | -10.8 | -14.4 | -14.4 | -9.8 | -12.4 |
| Queensborough | | | | | |
| Underrepresented Minorities (URM) | 57.5 | 59.9 | 65.1 | 68.0 | 69.4 |
| Non-Underrepresented Minorities (non-URM) | 69.3 | 71.1 | 73.6 | 76.2 | 75.1 |
| URM-non-URM Gap | -11.8 | -11.2 | -8.5 | -8.2 | -5.7 |
| Community College Average | | | | | |
| Underrepresented Minorities (URM) | 58.5 | 60.3 | 61.6 | 64.2 | 62.6 |
| Non-Underrepresented Minorities (non-URM) | 69.2 | 70.2 | 71.9 | 74.5 | 73.8 |
| URM-non-URM Gap | -10.7 | -9.9 | -10.4 | -10.3 | -11.2 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|--------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| University Average | | | | | |
| Underrepresented Minorities (URM) | 58.4 | 59.7 | 60.7 | 63.3 | 62.4 |
| Non-Underrepresented Minorities (non-URM) | 68.1 | 68.9 | 70.5 | 73.3 | 72.9 |
| URM-non-URM Gap | -9.7 | -9.1 | -9.8 | -10.0 | -10.5 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|--------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Comprehensive | | | | | |
| John Jay | | | | | |
| Males | 60.1 | 62.6 | 68.5 | 67.3 | --- |
| Females | 65.3 | 63.5 | 66.5 | 70.6 | --- |
| Male-Female Gap | -5.2 | -0.9 | 2.0 | -3.3 | --- |
| Medgar Evers | | | | | |
| Males | 42.2 | 50.3 | 54.6 | 49.8 | 53.4 |
| Females | 52.5 | 53.9 | 55.8 | 58.0 | 61.1 |
| Male-Female Gap | -10.3 | -3.6 | -1.2 | -8.2 | -7.7 |
| NYCCT | | | | | |
| Males | 59.9 | 59.2 | 60.0 | 63.5 | 62.8 |
| Females | 63.0 | 63.7 | 60.9 | 66.3 | 68.9 |
| Male-Female Gap | -3.1 | -4.5 | -0.8 | -2.8 | -6.1 |
| Staten Island | | | | | |
| Males | 56.1 | 61.6 | 59.6 | 64.6 | 67.6 |
| Females | 69.0 | 64.9 | 66.9 | 69.1 | 69.6 |
| Male-Female Gap | -12.9 | -3.2 | -7.3 | -4.5 | -2.0 |
| Comprehensive College Average | | | | | |
| Males | 58.0 | 60.1 | 60.7 | 63.2 | 63.2 |
| Females | 63.8 | 62.8 | 62.8 | 66.0 | 67.0 |
| Male-Female Gap | -5.7 | -2.7 | -2.1 | -2.8 | -3.8 |

Note: These indicators show the percentage of male and female freshmen who were still enrolled in the college of entry one year after entry. The gap is the difference between the two rates.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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

| | <u>Entering Class of Fall 2006</u> | <u>Entering Class of Fall 2007</u> | <u>Entering Class of Fall 2008</u> | <u>Entering Class of Fall 2009</u> | <u>Entering Class of Fall 2010</u> |
|----------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Community | | | | | |
| BMCC | | | | | |
| Males | 54.5 | 59.1 | 56.6 | 63.0 | 61.2 |
| Females | 61.5 | 63.0 | 63.4 | 67.6 | 65.4 |
| Male-Female Gap | -7.1 | -4.0 | -6.8 | -4.6 | -4.1 |
| Bronx | | | | | |
| Males | 60.7 | 57.9 | 62.5 | 58.2 | 56.2 |
| Females | 61.9 | 63.7 | 67.5 | 63.0 | 59.6 |
| Male-Female Gap | -1.2 | -5.8 | -5.1 | -4.8 | -3.4 |
| Hostos | | | | | |
| Males | 52.4 | 61.8 | 53.6 | 64.5 | 62.9 |
| Females | 60.6 | 59.8 | 58.7 | 62.5 | 64.2 |
| Male-Female Gap | -8.2 | 2.0 | -5.1 | 2.0 | -1.2 |
| Kingsborough | | | | | |
| Males | 60.1 | 62.6 | 69.1 | 65.5 | 63.6 |
| Females | 68.5 | 69.4 | 71.4 | 72.1 | 69.1 |
| Male-Female Gap | -8.4 | -6.7 | -2.3 | -6.6 | -5.5 |
| LaGuardia | | | | | |
| Males | 61.9 | 63.8 | 62.4 | 67.9 | 66.7 |
| Females | 66.1 | 64.7 | 67.4 | 69.2 | 68.8 |
| Male-Female Gap | -4.2 | -0.8 | -5.0 | -1.3 | -2.1 |
| Queensborough | | | | | |
| Males | 60.3 | 63.5 | 68.0 | 68.9 | 70.5 |
| Females | 65.1 | 66.5 | 69.6 | 74.0 | 73.5 |
| Male-Female Gap | -4.8 | -3.0 | -1.6 | -5.2 | -3.0 |
| Community College Average | | | | | |
| Males | 58.7 | 61.5 | 62.5 | 65.2 | 64.0 |
| Females | 64.2 | 64.8 | 66.5 | 69.0 | 67.4 |
| Male-Female Gap | -5.5 | -3.4 | -4.1 | -3.8 | -3.4 |

Note: These indicators show the percentage of male and female freshmen who were still enrolled in the college of entry one year after entry. The gap is the difference between the two rates.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups and/or gender.

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>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|---------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| University Average | | | | | |
| Males | 58.4 | 61.0 | 61.9 | 64.5 | 63.8 |
| Females | 64.1 | 64.2 | 65.4 | 68.1 | 67.3 |
| Male-Female Gap | -5.6 | -3.2 | -3.5 | -3.6 | -3.5 |

Note: These indicators show the percentage of male and female freshmen who were still enrolled in the college of entry one year after entry. The gap is the difference between the two rates.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Baccalaureate Programs

| | <u>Fall 2006</u> | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 42.0 | 46.8 | 45.3 | 40.8 | 41.1 |
| Brooklyn | 30.8 | 31.7 | 34.0 | 33.9 | 29.4 |
| City | 29.6 | 27.3 | 26.8 | 27.7 | 30.2 |
| Hunter | 31.5 | 34.4 | 31.0 | 32.6 | 34.3 |
| John Jay | --- | --- | --- | --- | 21.6 |
| Lehman | 27.2 | 27.1 | 28.3 | 28.8 | 32.1 |
| Queens | 32.4 | 32.6 | 33.9 | 30.4 | 30.9 |
| York | 18.2 | 19.9 | 23.1 | 22.7 | 20.6 |
| Senior College Average | 31.6 | 32.6 | 32.5 | 31.4 | 30.5 |
| Comprehensive | | | | | |
| John Jay | 16.6 | 16.7 | 18.6 | 22.7 | --- |
| Medgar Evers | 29.0 | 27.9 | 30.3 | 24.2 | 25.8 |
| NYCCT | 24.9 | 25.6 | 24.0 | 24.5 | 21.0 |
| Staten Island | 17.3 | 24.0 | 20.4 | 20.3 | 18.7 |
| Comprehensive College Average | 20.7 | 22.6 | 22.1 | 22.7 | 20.8 |
| Community | | | | | |
| BMCC | 18.7 | 18.4 | 16.9 | 17.1 | 16.7 |
| Bronx | 24.4 | 22.0 | 20.2 | 19.2 | 19.1 |
| Hostos | 14.4 | 16.3 | 12.7 | 14.6 | 18.1 |
| Kingsborough | NA | NA | NA | NA | NA |
| LaGuardia | NA | NA | NA | NA | NA |
| Queensborough | 17.7 | 23.5 | 21.8 | 24.7 | 22.0 |
| Community College Average | 19.0 | 20.3 | 18.3 | 19.7 | 18.8 |
| University Average | 25.3 | 26.5 | 25.6 | 25.5 | 25.0 |

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 and LaGuardia.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Baccalaureate Programs

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 90.4 | 90.0 | 88.8 | 84.2 | 92.1 |
| Brooklyn | 90.1 | 83.8 | 86.6 | 90.9 | 86.1 |
| City | 80.0 | 77.6 | 84.9 | 83.6 | 80.5 |
| Hunter | 60.5 | 65.1 | 69.0 | 69.6 | 68.9 |
| John Jay | --- | --- | --- | --- | 99.9 |
| Lehman | 82.3 | 82.6 | 85.7 | 84.9 | 86.0 |
| Queens | 60.6 | 62.5 | 64.3 | 62.6 | 69.2 |
| York | 98.0 | 97.4 | 78.3 | 70.0 | 64.6 |
| Senior College Average | 77.0 | 77.6 | 78.1 | 76.9 | 81.6 |
| Comprehensive | | | | | |
| John Jay | 100.0 | 100.0 | 100.0 | 99.9 | --- |
| Medgar Evers | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| NYCCT | 99.8 | 100.0 | 100.0 | 99.7 | 99.6 |
| Staten Island | 96.3 | 95.8 | 96.1 | 90.2 | 92.2 |
| Comprehensive College Average | 99.1 | 99.0 | 99.0 | 97.4 | 96.4 |
| University Average | 81.9 | 82.2 | 83.0 | 81.6 | 83.7 |

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

University Performance Management Process 2011-12 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 2006</u> | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 27.0 | 28.2 | 28.6 | 28.9 | 28.1 |
| Brooklyn | 24.5 | 24.3 | 24.5 | 25.6 | 25.1 |
| City | 22.8 | 23.0 | 23.2 | 24.1 | 24.6 |
| Hunter | 24.9 | 25.5 | 25.8 | 25.7 | 25.9 |
| John Jay | --- | --- | --- | --- | 23.1 |
| Lehman | 23.1 | 23.8 | 24.4 | 25.3 | 26.2 |
| Queens | 25.9 | 25.6 | 25.8 | 26.7 | 27.0 |
| York | 21.7 | 22.2 | 22.8 | 23.5 | 24.6 |
| Senior College Average | 24.6 | 24.9 | 25.2 | 25.8 | 25.4 |
| Comprehensive | | | | | |
| John Jay | 23.5 | 23.4 | 23.8 | 23.1 | --- |
| Medgar Evers | 19.2 | 19.1 | 18.9 | 19.5 | 19.5 |
| NYCCT | 21.4 | 20.1 | 20.6 | 22.1 | 21.1 |
| Staten Island | 25.8 | 26.3 | 25.3 | 25.4 | 25.3 |
| Comprehensive College Average | 23.5 | 23.5 | 23.5 | 23.4 | 23.7 |
| University Average | 24.4 | 24.7 | 24.9 | 25.3 | 25.3 |

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 2011-12 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 0.825 | 0.830 | 0.842 | 0.837 | 0.823 |
| Brooklyn | 0.804 | 0.808 | 0.820 | 0.827 | 0.822 |
| City | 0.797 | 0.806 | 0.808 | 0.822 | 0.807 |
| Hunter | 0.784 | 0.791 | 0.796 | 0.799 | 0.804 |
| John Jay | --- | --- | --- | --- | 0.824 |
| Lehman | 0.769 | 0.774 | 0.773 | 0.767 | 0.751 |
| Queens | 0.808 | 0.812 | 0.825 | 0.832 | 0.808 |
| York | 0.772 | 0.772 | 0.772 | 0.771 | 0.772 |
| Senior College Average | 0.797 | 0.802 | 0.809 | 0.812 | 0.805 |
| Comprehensive | | | | | |
| John Jay | 0.811 | 0.807 | 0.817 | 0.822 | --- |
| Medgar Evers | 0.730 | 0.707 | 0.740 | 0.771 | 0.762 |
| NYCCT | 0.735 | 0.739 | 0.745 | 0.745 | 0.760 |
| Staten Island | 0.822 | 0.831 | 0.817 | 0.824 | 0.823 |
| Comprehensive College Average | 0.787 | 0.789 | 0.796 | 0.805 | 0.794 |
| University Average | 0.795 | 0.799 | 0.806 | 0.810 | 0.803 |

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

University Performance Management Process 2011-12 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 0.814 | 0.786 | 0.822 | 0.708 | 0.643 |
| Medgar Evers | 0.792 | 0.785 | 0.810 | 0.807 | 0.795 |
| NYCCT | 0.747 | 0.752 | 0.756 | 0.762 | 0.782 |
| Staten Island | 0.772 | 0.739 | 0.762 | 0.787 | 0.788 |
| Comprehensive College Average | 0.770 | 0.757 | 0.774 | 0.772 | 0.782 |
| Community | | | | | |
| BMCC | 0.732 | 0.748 | 0.774 | 0.763 | 0.770 |
| Bronx | 0.725 | 0.720 | 0.739 | 0.745 | 0.753 |
| Hostos | 0.747 | 0.750 | 0.760 | 0.765 | 0.759 |
| Kingsborough | 0.893 | 0.890 | 0.910 | 0.905 | 0.901 |
| LaGuardia | 0.829 | 0.839 | 0.834 | 0.850 | 0.840 |
| Queensborough | 0.707 | 0.716 | 0.747 | 0.768 | 0.746 |
| Community College Average | 0.773 | 0.780 | 0.800 | 0.804 | 0.798 |
| University Average | 0.772 | 0.775 | 0.794 | 0.798 | 0.795 |

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

University Performance Management Process 2011-12 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>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Senior | | | | | |
| Baruch | 88.2 | 89.6 | 88.3 | 90.7 | 89.3 |
| Brooklyn | 80.2 | 77.2 | 77.9 | 81.9 | 82.0 |
| City | 79.5 | 81.3 | 79.5 | 83.3 | 85.7 |
| Hunter | 81.7 | 83.6 | 84.2 | 84.7 | 85.4 |
| John Jay | --- | --- | --- | --- | 78.4 |
| Lehman | 73.3 | 72.0 | 77.1 | 80.4 | 79.0 |
| Queens | 83.8 | 84.8 | 85.8 | 87.8 | 87.0 |
| York | 70.9 | 69.6 | 75.1 | 74.9 | 77.8 |
| Senior College Average | 80.9 | 81.1 | 81.8 | 84.2 | 83.3 |
| Comprehensive | | | | | |
| John Jay | 74.1 | 72.3 | 74.9 | 76.7 | --- |
| Medgar Evers | 61.4 | 56.0 | 69.2 | 63.9 | 63.8 |
| NYCCT | 75.0 | 79.0 | 80.2 | 74.4 | 74.1 |
| Staten Island | 81.8 | 81.6 | 79.7 | 83.4 | 83.6 |
| Comprehensive College Average | 74.8 | 72.9 | 75.8 | 77.3 | 78.4 |
| University Average | 80.0 | 79.7 | 80.7 | 82.7 | 82.9 |

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 2011-12 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.

Two-year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry two years later

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 | 75.5 | 77.4 | 76.3 | 78.8 | 81.7 |
| Brooklyn | 67.4 | 68.0 | 65.4 | 66.5 | 70.4 |
| City | 63.1 | 66.9 | 67.7 | 65.5 | 67.0 |
| Hunter | 65.5 | 65.6 | 69.2 | 70.9 | 71.8 |
| John Jay | --- | --- | --- | --- | 60.2 |
| Lehman | 61.4 | 59.1 | 57.9 | 65.0 | 60.9 |
| Queens | 70.3 | 73.5 | 72.6 | 73.9 | 76.4 |
| York | 45.0 | 52.0 | 52.7 | 52.2 | 50.4 |
| Senior College Average | 66.0 | 67.8 | 67.5 | 68.6 | 68.5 |
| Comprehensive | | | | | |
| John Jay | 56.3 | 58.7 | 59.6 | 61.9 | --- |
| Medgar Evers | 61.1* | 42.0 | 38.2 | 45.7 | 37.8 |
| NYCCT | 53.4 | 56.4 | 57.1 | 55.6 | 53.4 |
| Staten Island | 69.5 | 69.7 | 71.6 | 68.8 | 67.9 |
| Comprehensive College Average | 58.0 | 59.6 | 59.8 | 61.5 | 60.1 |
| University Average | 64.8 | 66.5 | 66.2 | 67.3 | 67.8 |

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 (or earned the degree pursued from the college of entry) two years later. Students who earned a degree lower than that pursued and who are not still enrolled are not counted as retained.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Senior | | | | | |
| Baruch | 88.5 | 86.9 | 88.2 | 88.9 | 87.2 |
| Brooklyn | 70.8 | 72.7 | 75.3 | 76.5 | 77.3 |
| City | 71.4 | 72.9 | 74.0 | 71.5 | 74.9 |
| Hunter | 74.6 | 74.9 | 74.5 | 78.6 | 79.4 |
| John Jay | --- | --- | --- | --- | 78.6 |
| Lehman | 73.9 | 74.7 | 75.9 | 76.2 | 76.6 |
| Queens | 77.1 | 77.2 | 78.9 | 79.0 | 79.3 |
| York | 67.4 | 65.2 | 65.8 | 65.7 | 69.4 |
| Senior College Average | 75.5 | 75.8 | 77.0 | 77.4 | 79.0 |
| Comprehensive | | | | | |
| John Jay | 74.5 | 74.1 | 77.4 | 81.7 | --- |
| Medgar Evers | 51.6 | 60.8 | 56.8 | 72.4 | 65.5 |
| NYCCT | 71.2 | 76.4 | 75.5 | 79.2 | 77.3 |
| Staten Island | 76.6 | 78.9 | 80.1 | 75.9 | 73.9 |
| Comprehensive College Average | 72.4 | 74.3 | 76.0 | 78.4 | 74.1 |
| University Average | 75.0 | 75.5 | 76.8 | 77.6 | 78.3 |

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 2011-12 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.

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

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 | 78.0 | 81.0 | 78.6 | 81.9 | 80.3 |
| Brooklyn | 63.2 | 63.2 | 64.3 | 66.6 | 67.8 |
| City | 58.1 | 62.2 | 62.3 | 64.5 | 62.1 |
| Hunter | 59.6 | 63.3 | 67.1 | 65.5 | 67.7 |
| John Jay | --- | --- | --- | --- | 71.3 |
| Lehman | 63.2 | 60.9 | 68.1 | 68.3 | 66.5 |
| Queens | 68.0 | 68.0 | 67.7 | 70.7 | 71.7 |
| York | 52.1 | 56.8 | 60.7 | 52.5 | 54.1 |
| Senior College Average | 64.4 | 66.0 | 67.5 | 68.5 | 68.6 |
| Comprehensive | | | | | |
| John Jay | 66.9 | 67.3 | 63.1 | 69.6 | --- |
| Medgar Evers | 49.4 | 33.3 | 43.7 | 46.4 | 54.1 |
| NYCCT | 58.8 | 63.3 | 64.4 | 62.9 | 59.2 |
| Staten Island | 66.7 | 70.5 | 71.7 | 68.5 | 65.0 |
| Comprehensive College Average | 63.9 | 64.4 | 63.6 | 65.9 | 61.9 |
| University Average | 64.3 | 65.7 | 66.8 | 67.9 | 67.9 |

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled two years later in the college into which they transferred (or earned the degree pursued from that college within two years of transfer entry).

University Performance Management Process 2011-12 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</u> <u>Class of Fall</u> <u>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Comprehensive | | | | | |
| John Jay | 63.0 | 63.1 | 67.3 | 69.1 | --- |
| Medgar Evers | 49.8 | 52.8 | 55.5 | 55.7 | 59.0 |
| NYCCT | 61.3 | 61.2 | 60.4 | 64.7 | 65.3 |
| Staten Island | 62.9 | 63.4 | 63.5 | 67.0 | 68.7 |
| Comprehensive College Average | 61.1 | 61.5 | 61.8 | 64.6 | 65.1 |
| Community | | | | | |
| BMCC | 59.1 | 61.2 | 60.5 | 65.6 | 63.5 |
| Bronx | 61.4 | 61.2 | 65.2 | 60.9 | 58.0 |
| Hostos | 57.8 | 60.5 | 57.0 | 63.2 | 63.7 |
| Kingsborough | 64.6 | 66.2 | 70.3 | 69.1 | 66.5 |
| LaGuardia | 64.4 | 64.3 | 65.2 | 68.6 | 67.8 |
| Queensborough | 65.8 | 69.5 | 70.7 | 71.5 | 72.1 |
| Community College Average | 62.6 | 64.1 | 65.0 | 67.3 | 65.9 |
| University Average | 62.0 | 63.2 | 64.0 | 66.4 | 65.7 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

Four-year Graduation Rate: Percentage of full-time 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>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 | 32.8 | 33.7 | 35.5 | 33.3 | 39.4 |
| Brooklyn | 17.3 | 23.2 | 21.7 | 26.8 | 24.1 |
| City | 5.8 | 10.4 | 7.4 | 8.4 | 9.7 |
| Hunter | 16.9 | 17.1 | 19.9 | 19.4 | 21.9 |
| John Jay | --- | --- | --- | --- | 25.3 |
| Lehman | 10.8 | 11.7 | 14.0 | 14.4 | 14.8 |
| Queens | 25.4 | 26.1 | 26.0 | 25.7 | 25.1 |
| York | 5.3 | 3.5 | 3.7 | 4.2 | 4.9 |
| Senior College Average | 19.0 | 20.3 | 21.0 | 20.9 | 21.9 |
| Comprehensive | | | | | |
| John Jay | 23.1 | 21.2 | 19.0 | 21.0 | --- |
| Medgar Evers | 0.0* | 0.0 | 11.1* | 5.1 | 5.3 |
| NYCCT | 5.9 | 5.2 | 2.9 | 5.1 | 3.4 |
| Staten Island | 22.9 | 25.8 | 25.2 | 24.2 | 27.1 |
| Comprehensive College Average | 19.4 | 18.4 | 17.8 | 18.9 | 17.4 |
| University Average | 19.0 | 20.0 | 20.5 | 20.6 | 21.6 |

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within 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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Baccalaureate Programs

| | <u>Entering Class of Fall 2001</u> | <u>Entering Class of Fall 2002</u> | <u>Entering Class of Fall 2003</u> | <u>Entering Class of Fall 2004</u> | <u>Entering Class of Fall 2005</u> |
|--------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Senior | | | | | |
| Baruch | 59.8 | 57.6 | 60.3 | 60.5 | 63.3 |
| Brooklyn | 46.9 | 43.7 | 43.3 | 48.5 | 48.4 |
| City | 36.2 | 37.0 | 35.0 | 38.9 | 40.0 |
| Hunter | 35.9 | 41.9 | 43.7 | 46.2 | 45.9 |
| John Jay | --- | --- | --- | --- | 39.4 |
| Lehman | 33.6 | 33.6 | 30.8 | 34.5 | 40.4 |
| Queens | 52.7 | 55.3 | 51.8 | 51.0 | 53.1 |
| York | 27.6 | 23.4 | 23.9 | 19.5 | 19.8 |
| Senior College Average | 44.7 | 44.8 | 44.5 | 45.7 | 46.2 |
| Comprehensive | | | | | |
| John Jay | 42.1 | 42.7 | 41.7 | 40.1 | --- |
| Medgar Evers | 10.3 | 21.9 | 5.3* | 23.3 | 38.9* |
| NYCCT | 11.1 | 18.2 | 17.3 | 24.5 | 23.5 |
| Staten Island | 44.3 | 45.6 | 45.2 | 48.1 | 48.0 |
| Comprehensive College Average | 39.3 | 39.2 | 37.1 | 38.0 | 37.0 |
| University Average | 43.9 | 44.0 | 43.3 | 44.4 | 45.8 |

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. 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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Baccalaureate Programs

| | <u>Entering</u> <u>Class of Fall</u> <u>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 | 63.9 | 65.1 | 65.5 | 67.4 | 68.3 |
| Brooklyn | 43.0 | 44.8 | 48.7 | 46.0 | 47.3 |
| City | 33.0 | 37.9 | 37.5 | 37.8 | 41.0 |
| Hunter | 41.0 | 46.5 | 47.2 | 47.0 | 50.0 |
| John Jay | --- | --- | --- | --- | 52.1 |
| Lehman | 45.2 | 48.7 | 45.7 | 45.5 | 49.9 |
| Queens | 52.3 | 50.6 | 52.3 | 54.8 | 52.9 |
| York | 38.7 | 38.6 | 33.3 | 38.7 | 33.9 |
| Senior College Average | 45.9 | 48.5 | 48.9 | 49.6 | 50.7 |
| Comprehensive | | | | | |
| John Jay | 49.8 | 48.8 | 52.8 | 53.7 | --- |
| Medgar Evers | 36.2 | 30.8 | 20.5 | 18.3 | 16.6 |
| NYCCT | 31.0 | 35.1 | 32.0 | 33.6 | 38.7 |
| Staten Island | 61.2 | 57.1 | 59.7 | 55.3 | 56.6 |
| Comprehensive College Average | 48.7 | 46.2 | 46.6 | 47.7 | 44.0 |
| University Average | 46.4 | 48.1 | 48.6 | 49.3 | 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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Baccalaureate Programs

| | <u>Entering Class of Fall 2001</u> | <u>Entering Class of Fall 2002</u> | <u>Entering Class of Fall 2003</u> | <u>Entering Class of Fall 2004</u> | <u>Entering Class of Fall 2005</u> |
|--------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Senior | | | | | |
| Baruch | 73.5 | 74.9 | 70.5 | 73.3 | 73.3 |
| Brooklyn | 52.8 | 54.0 | 52.0 | 53.9 | 56.0 |
| City | 50.4 | 46.1 | 45.0 | 47.6 | 49.0 |
| Hunter | 47.7 | 50.1 | 48.6 | 54.4 | 54.6 |
| John Jay | --- | --- | --- | --- | 60.5 |
| Lehman | 59.2 | 57.0 | 53.9 | 57.5 | 52.8 |
| Queens | 63.5 | 61.8 | 59.1 | 57.6 | 60.0 |
| York | 45.7 | 48.6 | 48.4 | 47.5 | 41.4 |
| Senior College Average | 56.7 | 56.7 | 54.3 | 56.9 | 57.2 |
| Comprehensive | | | | | |
| John Jay | 58.6 | 57.3 | 56.0 | 56.0 | --- |
| Medgar Evers | 18.3 | 36.4 | 40.4 | 39.7 | 31.3 |
| NYCCT | 45.6 | 50.7 | 39.3 | 41.8 | 36.6 |
| Staten Island | 66.7 | 67.1 | 66.9 | 60.1 | 63.9 |
| Comprehensive College Average | 57.4 | 57.5 | 55.1 | 52.9 | 41.0 |
| University Average | 56.8 | 56.8 | 54.5 | 56.2 | 56.4 |

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six 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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Master's Programs

| | <u>Entering</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 | 75.2 | 74.4 | 77.9 | 79.3 | 76.7 |
| Brooklyn | 70.0 | 69.6 | 71.0 | 73.1 | 72.0 |
| City | 60.4 | 65.1 | 65.8 | 65.2 | 65.0 |
| Hunter | 67.7 | 71.9 | 72.9 | 73.5 | 74.1 |
| John Jay | --- | --- | --- | --- | 58.9 |
| Lehman | 73.9 | 71.4 | 65.0 | 72.3 | 73.6 |
| Queens | 70.6 | 73.0 | 69.7 | 65.0 | 71.8 |
| Senior College Average | 69.4 | 71.2 | 71.3 | 71.3 | 70.8 |
| Comprehensive | | | | | |
| John Jay | 54.6 | 65.5 | 61.9 | 60.7 | --- |
| Staten Island | 56.0 | 62.8 | 61.0 | 52.5 | 54.7 |
| Comprehensive College Average | 55.0 | 64.5 | 61.7 | 58.3 | 54.7 |
| University Average | 67.3 | 70.2 | 69.9 | 69.7 | 70.2 |

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

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Associate Programs

| | <u>Entering Class of Fall 2001</u> | <u>Entering Class of Fall 2002</u> | <u>Entering Class of Fall 2003</u> | <u>Entering Class of Fall 2004</u> | <u>Entering Class of Fall 2005</u> |
|--------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Comprehensive | | | | | |
| John Jay | 26.0 | 24.3 | 26.6 | 24.7 | 24.5 |
| Medgar Evers | 17.8 | 16.9 | 21.8 | 16.9 | 15.9 |
| NYCCT | 19.8 | 19.7 | 22.1 | 20.6 | 21.7 |
| Staten Island | 26.5 | 24.9 | 22.7 | 24.4 | 28.0 |
| Comprehensive College Average | 22.6 | 22.1 | 23.4 | 22.5 | 23.6 |
| Community | | | | | |
| BMCC | 24.2 | 23.7 | 22.9 | 21.6 | 22.7 |
| Bronx | 20.4 | 22.1 | 20.3 | 19.7 | 20.1 |
| Hostos | 20.3 | 18.9 | 22.5 | 23.9 | 22.8 |
| Kingsborough | 28.7 | 34.9 | 34.5 | 32.7 | 34.0 |
| LaGuardia | 27.6 | 24.8 | 24.7 | 25.6 | 26.0 |
| Queensborough | 24.5 | 26.1 | 25.1 | 24.0 | 25.2 |
| Community College Average | 25.1 | 26.0 | 25.3 | 24.7 | 25.5 |
| University Average | 24.2 | 24.6 | 24.6 | 23.9 | 24.8 |

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

2011-12 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 Liberal Arts and Sciences Test (LAST) for teacher certification

| | <u>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 93 | 94 | 95 | 95 | 91 |
| City | 99 | 98 | 100 | 98 | 98 |
| Hunter | 100 | 100 | 100 | 100 | 100 |
| Lehman | 96 | 98 | 98 | 91 | 90 |
| Queens | 97 | 98 | 99 | 98 | 98 |
| York | 94* | 100* | 96 | 96* | 95 |
| Senior College Average | 97 | 98 | 98 | 97 | 96 |
| Comprehensive | | | | | |
| Medgar Evers | 100* | 100* | 100* | 100* | 92* |
| NYCCT | 100* | 100* | 100* | 100* | 100* |
| Staten Island | 99 | 96 | 98 | 98 | 99 |
| Comprehensive College Average | 99 | 95 | 98 | 98 | 98 |
| University Average | 97 | 97 | 98 | 97 | 97 |

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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 Assessment of Teaching Skills-Written (ATS-W) for teacher certification

| | <u>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 98 | 97 | 97 | 98 | 97 |
| City | 99 | 100 | 100 | 100 | 99 |
| Hunter | 100 | 100 | 100 | 100 | 100 |
| Lehman | 99 | 100 | 99 | 96 | 96 |
| Queens | 98 | 99 | 99 | 99 | 99 |
| York | 100* | 100* | 100 | 100* | 97 |
| Senior College Average | 99 | 99 | 99 | 99 | 98 |
| Comprehensive | | | | | |
| Medgar Evers | 100* | 100* | 100* | 100* | 77* |
| NYCCT | 100* | 100* | 100* | 100* | 100* |
| Staten Island | 100 | 97 | 99 | 100 | 100 |
| Comprehensive College Average | 100 | 98 | 99 | 100 | 99 |
| University Average | 99 | 99 | 99 | 99 | 98 |

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 88 | 87 | 82 | 89 | 79 |
| City | 95 | 95 | 98 | 95 | 92 |
| Hunter | 98 | 96 | 96 | 97 | 96 |
| Lehman | 94 | 94 | 93 | 85 | 82 |
| Queens | 95 | 95 | 94 | 93 | 94 |
| York | 80* | 86* | 85 | 100* | 91 |
| Senior College Average | 94 | 93 | 93 | 92 | 90 |
| Comprehensive | | | | | |
| Medgar Evers | 100* | 82* | 93 | 64 | 48* |
| NYCCT | 80* | 100* | 100* | 100* | 100* |
| Staten Island | 96 | 87 | 88 | 90 | 92 |
| Comprehensive College Average | 96 | 86 | 89 | 87 | 88 |
| University Average | 95 | 93 | 92 | 92 | 90 |

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| Senior | | | | | |
| Hunter | 88.2 | 91.9 | 89.2 | 90.1 | 75.8 |
| Lehman | 73.0 | 84.4 | 81.5 | 87.8 | 90.0 |
| Senior College Average | 79.5 | 87.6 | 86.2 | 89.4 | 81.1 |
| Comprehensive | | | | | |
| Medgar Evers | 94.4* | 100.0* | 100.0 | 82.9 | 89.1 |
| NYCCT | 88.2 | 90.7 | 82.1 | 95.2 | 91.5 |
| Staten Island | 88.6 | 80.3 | 84.7 | 90.8 | 78.0 |
| Comprehensive College Average | 88.9 | 85.3 | 85.2 | 91.2 | 84.3 |
| Community | | | | | |
| BMCC | 88.5 | 82.9 | 82.7 | 84.0 | 83.2 |
| Bronx | 74.1 | 86.0 | 81.4 | 90.6 | 71.8 |
| Hostos | 88.0 | 84.6 | 81.1 | 68.4 | 72.3 |
| Kingsborough | 86.9 | 89.9 | 91.7 | 91.7 | 80.6 |
| LaGuardia | 97.5 | 87.6 | 85.7 | 79.1 | 76.9 |
| Queensborough | 89.9 | 89.4 | 85.0 | 79.8 | 86.4 |
| Community College Average | 87.2 | 86.7 | 85.3 | 82.7 | 80.4 |
| University Average | 86.3 | 86.5 | 85.4 | 85.5 | 81.6 |

*Based on fewer than 25 students.

University Performance Management Process

2011-12 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.

New Methodology

Percentage of first-time test-takers with baccalaureate degrees passing at least one section of the Uniform CPA exam

| | <u>2010</u> | <u>2011</u> |
|--------------------------------------|-------------|-------------|
| Senior | | |
| Baruch | 40.4 | 43.2 |
| Brooklyn | 31.4 | 35.7 |
| Hunter | 18.0 | 29.1 |
| Lehman | 17.4 | 14.9 |
| Queens | 27.5 | 29.1 |
| York | 20.5 | 13.3* |
| Senior College Average | 33.0 | 36.5 |
| Comprehensive | | |
| Medgar Evers | --- | 0.0* |
| Staten Island | 13.8 | 23.3 |
| Comprehensive College Average | 13.8 | 21.2 |
| University Average | 32.4 | 35.7 |

Note: Beginning with AY10, NASBA publishes rates only for first-time test-takers; comparable data for earlier years are not available. The CPA exam contains four sections. Pass rates are computed as the number of testing events (sections) passed, divided by the total testing events. Pass rates for AY10 reflect N => 20.

*Based on fewer than 25 students.

University Performance Management Process

2011-12 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.

New Methodology

Percentage of first-time test-takers with advanced degrees passing at least one section of the Uniform CPA exam

| | <u>2010</u> | <u>2011</u> |
|-------------------------------|-------------|-------------|
| Senior | | |
| Baruch | 63.3 | 66.5 |
| Brooklyn | --- | 11.1* |
| Queens | --- | 50.0* |
| Senior College Average | 63.3 | 63.5 |

Note: Beginning with AY10, NASBA publishes rates only for first-time test-takers; comparable data for earlier years are not available. The CPA exam contains four sections. Pass rates are computed as the number of testing events (sections) passed, divided by the total testing events. Pass rates for AY10 reflect N => 20.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

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

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

| | <u>2005-06</u> <u>Graduates</u> | <u>2006-07</u> <u>Graduates</u> | <u>2007-08</u> <u>Graduates</u> | <u>2008-09</u> <u>Graduates</u> | <u>2009-10</u> <u>Graduates</u> |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Comprehensive | | | | | |
| John Jay | 81.4 | 90.2 | 93.9 | 69.6 | 65.8 |
| Medgar Evers | 97.1 | 86.0 | 86.7 | 72.3 | 75.0 |
| NYCCT | 81.6 | 93.2 | 87.3 | 78.7 | 69.5 |
| Staten Island | 93.2 | 84.1 | 92.8 | 70.8 | 68.2 |
| Comprehensive College Average | 85.5 | 89.5 | 89.3 | 74.8 | 69.9 |
| Community | | | | | |
| BMCC | 89.1 | 84.6 | 82.1 | 76.3 | 77.2 |
| Bronx | 86.3 | 89.3 | 79.1 | 76.5 | 74.7 |
| Hostos | 92.6 | 94.7 | 88.9 | 75.3 | 77.3 |
| Kingsborough | 80.7 | 87.2 | 82.6 | 71.0 | 70.7 |
| LaGuardia | 92.0 | 88.9 | 88.5 | 75.4 | 69.6 |
| Queensborough | 89.0 | 88.3 | 79.9 | 74.0 | 66.0 |
| Community College Average | 88.3 | 88.2 | 83.1 | 74.9 | 72.8 |
| University Average | 87.8 | 88.4 | 84.4 | 74.9 | 72.3 |

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

University Performance Management Process 2011-12 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 support services and academic support services, including academic advising, and use of technology, to augment student learning.

Student satisfaction with academic support services

| | <u>2004</u> | <u>2006</u> | <u>2008</u> | <u>2010</u> | <u>2012</u> |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------------------|
| Senior | | | | | |
| Baruch | 3.04 | 3.02 | 2.93 | 2.92 | 2.83 (2.72,2.94) |
| Brooklyn | 3.02 | 2.90 | 2.93 | 2.93 | 2.99 (2.90,3.07) |
| City | 2.79 | 2.83 | 2.88 | 2.97 | 2.77 (2.65,2.88) |
| Hunter | 2.83 | 2.78 | 2.82 | 2.84 | 2.78 (2.68,2.88) |
| John Jay | --- | --- | --- | --- | 3.16 (3.06,3.26) |
| Lehman | 3.10 | 3.01 | 3.02 | 3.00 | 2.99 (2.86,3.11) |
| Queens | 2.91 | 3.03 | 2.85 | 3.00 | 2.89 (2.79,2.99) |
| York | 2.81 | 2.86 | 2.88 | 2.82 | 2.71 (2.56,2.86) |
| Senior College Average | 2.93 | 2.92 | 2.89 | 2.93 | 2.89 (2.85,2.93) |
| Comprehensive | | | | | |
| John Jay | 3.01 | 2.99 | 2.96 | 2.99 | --- |
| Medgar Evers | 2.84 | 2.82 | 2.93 | 2.78 | 2.81 (2.64,2.98) |
| NYCCT | 2.93 | 2.94 | 2.94 | 2.91 | 2.95 (2.85,3.04) |
| Staten Island | 2.94 | 2.89 | 3.00 | 2.80 | 2.87 (2.76,2.98) |
| Comprehensive College Average | 2.94 | 2.93 | 2.96 | 2.88 | 2.89 (2.83,2.96) |
| Community | | | | | |
| BMCC | 2.84 | 2.93 | 3.02 | 2.91 | 3.07 (3.01,3.13) |
| Bronx | 2.82 | 2.92 | 2.91 | 2.91 | 2.96 (2.85,3.06) |
| Hostos | 2.91 | 3.00 | 2.99 | 3.00 | 2.99 (2.84,3.14) |
| Kingsborough | 3.03 | 3.03 | 3.05 | 3.00 | 3.04 (2.96,3.12) |
| LaGuardia | 2.97 | 2.95 | 2.97 | 2.88 | 2.97 (2.89,3.04) |
| Queensborough | 2.93 | 3.09 | 3.04 | 3.08 | 2.97 (2.87,3.07) |
| Community College Average | 2.91 | 2.98 | 3.00 | 2.95 | 3.01 (2.97,3.05) |
| University Average | 2.93 | 2.94 | 2.95 | 2.93 | 2.94 (2.92,2.96) |

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure reflects responses to three items about satisfaction with academic advising, library services, and learning labs. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores were calculated for each student by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed with confidence intervals. All items in this measure are weighted equally. For 2012, numbers in parenthesis represent the 95% confidence interval for the estimated mean.

University Performance Management Process

2011-12 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 support services and academic support services, including academic advising, and use of technology, to augment student learning.

Student satisfaction with student services

| | <u>2004</u> | <u>2006</u> | <u>2008</u> | <u>2010</u> | <u>2012</u> |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------------------|
| Senior | | | | | |
| Baruch | 2.82 | 2.92 | 2.82 | 2.75 | 2.62 (2.46,2.78) |
| Brooklyn | 2.65 | 2.65 | 2.78 | 2.76 | 2.94 (2.82,3.07) |
| City | 2.60 | 2.60 | 2.81 | 2.80 | 2.65 (2.49,2.82) |
| Hunter | 2.62 | 2.59 | 2.59 | 2.53 | 2.70 (2.56,2.83) |
| John Jay | --- | --- | --- | --- | 2.91 (2.73,3.09) |
| Lehman | 3.11 | 2.96 | 2.93 | 3.04 | 3.07 (2.90,3.24) |
| Queens | 2.76 | 2.87 | 2.67 | 2.86 | 2.64 (2.51,2.77) |
| York | 2.82 | 2.69 | 2.45 | 2.60 | 2.66 (2.44,2.88) |
| Senior College Average | 2.74 | 2.75 | 2.73 | 2.76 | 2.77 (2.72,2.83) |
| Comprehensive | | | | | |
| John Jay | 2.77 | 2.85 | 2.76 | 2.77 | --- |
| Medgar Evers | 2.86 | 2.87 | 2.94 | 2.85 | 2.68 (2.44,2.91) |
| NYCCT | 2.75 | 2.75 | 2.74 | 2.77 | 2.81 (2.66,2.96) |
| Staten Island | 2.73 | 2.77 | 2.94 | 2.90 | 2.74 (2.59,2.90) |
| Comprehensive College Average | 2.77 | 2.80 | 2.83 | 2.82 | 2.76 (2.66,2.86) |
| Community | | | | | |
| BMCC | 2.65 | 2.58 | 2.89 | 2.83 | 2.86 (2.75,2.98) |
| Bronx | 2.65 | 2.80 | 2.81 | 2.76 | 2.95 (2.80,3.11) |
| Hostos | 2.76 | 2.85 | 2.82 | 2.93 | 2.93 (2.71,3.15) |
| Kingsborough | 2.94 | 2.94 | 2.86 | 2.94 | 3.00 (2.87,3.13) |
| LaGuardia | 2.75 | 2.77 | 2.84 | 2.88 | 2.83 (2.71,2.95) |
| Queensborough | 2.76 | 2.88 | 2.94 | 3.09 | 3.00 (2.88,3.12) |
| Community College Average | 2.74 | 2.77 | 2.87 | 2.89 | 2.92 (2.86,2.97) |
| University Average | 2.75 | 2.77 | 2.80 | 2.83 | 2.83 (2.79,2.87) |

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure reflects responses to three items about satisfaction with personal counseling, career planning and placement, and student health services. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores were calculated for each student by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed with confidence intervals. All items in this measure are weighted equally. For 2012, numbers in parenthesis represent the 95% confidence interval for the estimated mean.

University Performance Management Process

2011-12 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 support services and academic support services, including academic advising, and use of technology, to augment student learning.

Student satisfaction with access to computer technology

| | <u>2004</u> | <u>2006</u> | <u>2008</u> | <u>2010</u> | <u>2012</u> |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------------------|
| Senior | | | | | |
| Baruch | 3.16 | 3.29 | 3.09 | 3.03 | 2.91 (2.81,3.01) |
| Brooklyn | 3.20 | 3.24 | 3.23 | 3.11 | 3.14 (3.06,3.22) |
| City | 2.64 | 2.67 | 2.76 | 2.96 | 2.98 (2.90,3.07) |
| Hunter | 2.82 | 2.81 | 2.79 | 2.76 | 2.63 (2.53,2.72) |
| John Jay | --- | --- | --- | --- | 3.18 (3.07,3.28) |
| Lehman | 2.95 | 3.01 | 2.92 | 2.98 | 3.03 (2.92,3.14) |
| Queens | 2.82 | 2.95 | 2.88 | 2.86 | 2.75 (2.65,2.85) |
| York | 2.71 | 2.83 | 2.82 | 2.77 | 2.56 (2.41,2.72) |
| Senior College Average | 2.92 | 2.99 | 2.94 | 2.93 | 2.90 (2.87,2.94) |
| Comprehensive | | | | | |
| John Jay | 2.90 | 3.13 | 2.98 | 3.09 | --- |
| Medgar Evers | 2.90 | 2.81 | 2.89 | 2.70 | 2.78 (2.60,2.95) |
| NYCCT | 2.90 | 2.95 | 2.91 | 3.01 | 2.93 (2.84,3.01) |
| Staten Island | 2.96 | 3.01 | 3.08 | 2.79 | 2.77 (2.66,2.88) |
| Comprehensive College Average | 2.91 | 3.00 | 2.97 | 2.93 | 2.84 (2.77,2.91) |
| Community | | | | | |
| BMCC | 2.70 | 3.01 | 3.15 | 2.95 | 3.07 (3.00,3.13) |
| Bronx | 2.98 | 3.08 | 3.12 | 3.11 | 3.02 (2.92,3.12) |
| Hostos | 3.00 | 3.04 | 3.19 | 3.04 | 3.15 (3.02,3.29) |
| Kingsborough | 2.97 | 2.92 | 2.98 | 2.87 | 2.97 (2.88,3.06) |
| LaGuardia | 2.87 | 2.89 | 2.95 | 2.92 | 3.08 (3.00,3.17) |
| Queensborough | 2.99 | 3.02 | 3.04 | 3.10 | 3.09 (2.99,3.18) |
| Community College Average | 2.88 | 2.99 | 3.07 | 2.98 | 3.06 (3.02,3.09) |
| University Average | 2.90 | 2.99 | 2.99 | 2.95 | 2.96 (2.93,2.98) |

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure reflects responses to four items about access to computer technology, including: campus computing in general, computer lab hours, availability of computer labs on campus, and availability of computers on campus. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores for each student were calculated by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed with confidence intervals. All items in this measure are weighted equally. For 2012, numbers in parenthesis represent the 95% confidence interval for the estimated mean.

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total Enrollment

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 16,097 | 16,321 | 16,195 | 17,063 | 18,055 |
| Brooklyn | 16,087 | 16,689 | 17,094 | 16,912 | 16,835 |
| City | 14,392 | 15,306 | 16,212 | 15,416 | 16,005 |
| Hunter | 20,845 | 21,258 | 22,168 | 22,407 | 22,822 |
| John Jay | --- | --- | --- | --- | 14,788 |
| Lehman | 10,922 | 11,860 | 12,195 | 12,115 | 12,287 |
| Queens | 18,728 | 19,572 | 20,711 | 20,906 | 20,993 |
| York | 6,727 | 7,157 | 7,780 | 7,821 | 8,242 |
| Senior College Total | 103,798 | 108,163 | 112,355 | 112,640 | 130,027 |
| Comprehensive | | | | | |
| John Jay | 14,841 | 14,844 | 15,330 | 15,206 | --- |
| Medgar Evers | 5,550 | 6,036 | 7,080 | 6,920 | 6,966 |
| NYCCT | 13,502 | 14,268 | 15,399 | 15,366 | 15,961 |
| Staten Island | 12,517 | 13,092 | 13,858 | 13,894 | 14,199 |
| Comprehensive College Total | 46,410 | 48,240 | 51,667 | 51,386 | 37,126 |
| Community | | | | | |
| BMCC | 19,259 | 21,858 | 21,424 | 22,534 | 24,463 |
| Bronx | 9,003 | 9,117 | 10,420 | 10,740 | 11,450 |
| Hostos | 5,112 | 5,532 | 6,187 | 6,499 | 7,078 |
| Kingsborough | 14,962 | 15,739 | 18,204 | 18,606 | 19,261 |
| LaGuardia | 15,169 | 15,540 | 17,028 | 17,569 | 18,623 |
| Queensborough | 13,359 | 13,752 | 15,507 | 15,316 | 16,837 |
| Community College Total | 76,864 | 81,538 | 88,770 | 91,264 | 97,712 |
| Graduate | | | | | |
| Graduate School | 4,543 | 4,620 | 4,625 | 4,642 | 4,701 |
| School of Journalism | 99 | 111 | 144 | 169 | 185 |
| School of Professional Studies | 826 | 1,213 | 1,547 | 1,779 | 1,896 |
| Law School | 420 | 388 | 407 | 441 | 481 |
| University Total | 232,960 | 244,273 | 259,515 | 262,321 | 272,128 |

University Performance Management Process

2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total FTEs

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 12,726 | 12,969 | 12,784 | 13,489 | 14,144 |
| Brooklyn | 11,867 | 12,243 | 12,549 | 12,385 | 12,471 |
| City | 10,278 | 11,047 | 11,868 | 11,639 | 11,875 |
| Hunter | 14,899 | 15,182 | 16,115 | 16,120 | 16,700 |
| John Jay | --- | --- | --- | --- | 11,430 |
| Lehman | 7,653 | 8,195 | 8,423 | 8,357 | 8,347 |
| Queens | 13,578 | 14,288 | 15,410 | 15,639 | 15,233 |
| York | 4,762 | 5,053 | 5,561 | 5,604 | 5,934 |
| Senior College Total | 75,762 | 78,975 | 82,710 | 83,233 | 96,134 |
| Comprehensive | | | | | |
| John Jay | 11,468 | 11,348 | 12,042 | 11,686 | --- |
| Medgar Evers | 4,042 | 4,318 | 5,355 | 5,279 | 5,331 |
| NYCCT | 9,619 | 10,316 | 11,146 | 11,218 | 11,993 |
| Staten Island | 9,474 | 9,975 | 10,648 | 10,829 | 11,095 |
| Comprehensive College Total | 34,603 | 35,957 | 39,191 | 39,012 | 28,419 |
| Community | | | | | |
| BMCC | 13,808 | 16,088 | 16,350 | 16,955 | 18,564 |
| Bronx | 6,402 | 6,411 | 7,539 | 7,794 | 8,253 |
| Hostos | 3,447 | 3,732 | 4,356 | 4,653 | 5,088 |
| Kingsborough | 10,783 | 11,555 | 13,910 | 14,366 | 14,541 |
| LaGuardia | 11,250 | 11,743 | 13,064 | 13,829 | 14,317 |
| Queensborough | 8,644 | 8,991 | 10,804 | 11,007 | 11,760 |
| Community College Total | 54,334 | 58,521 | 66,022 | 68,604 | 72,522 |
| Graduate | | | | | |
| Graduate School | 3,555 | 3,592 | 3,667 | 3,671 | 3,750 |
| School of Journalism | 122 | 139 | 180 | 208 | 221 |
| School of Professional Studies | 335 | 523 | 645 | 790 | 834 |
| Law School | 515 | 487 | 512 | 533 | 575 |
| University Total | 169,225 | 178,194 | 192,928 | 196,051 | 202,452 |

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

First-time Freshmen

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 1,479 | 1,512 | 1,442 | 1,260 | 1,311 |
| Brooklyn | 1,322 | 1,358 | 977 | 1,157 | 1,153 |
| City | 1,831 | 1,776 | 1,773 | 1,389 | 1,517 |
| Hunter | 1,906 | 2,042 | 2,028 | 1,788 | 2,177 |
| John Jay | --- | --- | --- | --- | 1,766 |
| Lehman | 886 | 1,001 | 773 | 641 | 626 |
| Queens | 1,778 | 1,675 | 1,712 | 1,491 | 1,444 |
| York | 1,017 | 1,057 | 1,045 | 1,103 | 955 |
| Senior College Total | 10,219 | 10,421 | 9,750 | 8,829 | 10,949 |
| Comprehensive | | | | | |
| John Jay | 2,813 | 2,442 | 2,872 | 2,015 | --- |
| Medgar Evers | 891 | 1,048 | 1,378 | 1,188 | 1,201 |
| NYCCT | 2,844 | 3,158 | 3,251 | 2,930 | 3,127 |
| Staten Island | 2,479 | 2,515 | 2,688 | 2,342 | 2,458 |
| Comprehensive College Total | 9,027 | 9,163 | 10,189 | 8,475 | 6,786 |
| Community | | | | | |
| BMCC | 3,904 | 4,949 | 4,301 | 5,176 | 6,270 |
| Bronx | 1,697 | 1,568 | 2,056 | 1,911 | 2,083 |
| Hostos | 813 | 905 | 1,178 | 1,073 | 1,230 |
| Kingsborough | 2,136 | 2,386 | 3,111 | 2,933 | 2,702 |
| LaGuardia | 2,573 | 2,613 | 2,871 | 3,205 | 3,175 |
| Queensborough | 2,812 | 2,849 | 3,705 | 3,209 | 3,934 |
| Community College Total | 13,935 | 15,270 | 17,222 | 17,507 | 19,394 |
| | | | | | |
| University Total | 33,231 | 34,872 | 37,241 | 34,829 | 37,129 |

Note: The university total includes 50 first-time freshmen enrolled in the School of Professional Studies in fall 2007, 18 in fall 2008, 80 in fall 2009 and 18 in fall 2010.

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Transfers

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 1,397 | 1,254 | 1,260 | 1,595 | 2,100 |
| Brooklyn | 1,694 | 1,699 | 1,759 | 1,449 | 1,713 |
| City | 1,196 | 1,212 | 1,517 | 970 | 1,350 |
| Hunter | 1,542 | 1,470 | 1,540 | 1,663 | 1,741 |
| John Jay | --- | --- | --- | --- | 1,371 |
| Lehman | 1,061 | 1,209 | 1,255 | 1,169 | 1,520 |
| Queens | 1,951 | 2,081 | 2,305 | 1,896 | 2,156 |
| York | 694 | 697 | 833 | 633 | 988 |
| Senior College Total | 9,535 | 9,622 | 10,469 | 9,375 | 12,939 |
| Comprehensive | | | | | |
| John Jay | 997 | 1,207 | 1,193 | 1,167 | --- |
| Medgar Evers | 561 | 643 | 779 | 389 | 618 |
| NYCCT | 942 | 1,093 | 1,045 | 1,055 | 1,123 |
| Staten Island | 1,175 | 1,653 | 1,489 | 1,537 | 1,384 |
| Comprehensive College Total | 3,675 | 4,596 | 4,506 | 4,148 | 3,125 |
| Community | | | | | |
| BMCC | 1,688 | 1,956 | 1,013 | 621 | 1,242 |
| Bronx | 697 | 694 | 975 | 586 | 1,181 |
| Hostos | 522 | 492 | 620 | 374 | 600 |
| Kingsborough | 1,416 | 1,558 | 2,129 | 1,563 | 1,720 |
| LaGuardia | 1,399 | 1,416 | 1,473 | 1,062 | 1,631 |
| Queensborough | 907 | 853 | 1,102 | 610 | 1,125 |
| Community College Total | 6,629 | 6,969 | 7,312 | 4,816 | 7,499 |
| Graduate | | | | | |
| School of Professional Studies | 218 | 274 | 243 | 330 | 301 |
| University Total | 20,057 | 21,461 | 22,530 | 18,669 | 23,864 |

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total Undergraduates

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 12,863 | 12,731 | 12,332 | 13,120 | 14,266 |
| Brooklyn | 12,495 | 13,011 | 13,069 | 12,804 | 13,096 |
| City | 11,181 | 11,977 | 12,878 | 12,263 | 12,863 |
| Hunter | 15,718 | 15,698 | 15,884 | 15,684 | 16,345 |
| John Jay | --- | --- | --- | --- | 12,887 |
| Lehman | 8,864 | 9,569 | 9,720 | 9,841 | 9,863 |
| Queens | 14,618 | 15,262 | 16,059 | 16,195 | 16,559 |
| York | 6,682 | 7,111 | 7,732 | 7,784 | 8,210 |
| Senior College Total | 82,421 | 85,359 | 87,674 | 87,691 | 104,089 |
| Comprehensive | | | | | |
| John Jay | 12,896 | 12,943 | 13,346 | 13,278 | --- |
| Medgar Evers | 5,550 | 6,036 | 7,080 | 6,920 | 6,966 |
| NYCCT | 13,502 | 14,268 | 15,399 | 15,366 | 15,961 |
| Staten Island | 11,588 | 12,183 | 12,886 | 12,829 | 13,155 |
| Comprehensive College Total | 43,536 | 45,430 | 48,711 | 48,393 | 36,082 |
| Community | | | | | |
| BMCC | 19,259 | 21,858 | 21,424 | 22,534 | 24,463 |
| Bronx | 9,003 | 9,117 | 10,420 | 10,740 | 11,450 |
| Hostos | 5,112 | 5,532 | 6,187 | 6,499 | 7,078 |
| Kingsborough | 14,962 | 15,739 | 18,204 | 18,606 | 19,261 |
| LaGuardia | 15,169 | 15,540 | 17,028 | 17,569 | 18,623 |
| Queensborough | 13,359 | 13,752 | 15,507 | 15,316 | 16,837 |
| Community College Total | 76,864 | 81,538 | 88,770 | 91,264 | 97,712 |
| Graduate | | | | | |
| School of Professional Studies | 694 | 966 | 1,117 | 1,136 | 1,220 |
| University Total | 203,515 | 213,293 | 226,272 | 228,484 | 239,103 |

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

New Graduates

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 1,064 | 1,159 | 1,245 | 1,229 | 1,214 |
| Brooklyn | 1,010 | 1,174 | 1,249 | 1,155 | 996 |
| City | 940 | 885 | 838 | 806 | 757 |
| Hunter | 950 | 1,092 | 1,406 | 1,548 | 1,555 |
| John Jay | --- | --- | --- | --- | 550 |
| Lehman | 383 | 641 | 613 | 624 | 653 |
| Queens | 1,062 | 1,278 | 1,437 | 1,440 | 1,232 |
| Senior College Total | 5,409 | 6,229 | 6,788 | 6,802 | 6,957 |
| Comprehensive | | | | | |
| John Jay | 567 | 573 | 582 | 495 | --- |
| Staten Island | 203 | 211 | 302 | 309 | 271 |
| Comprehensive College Total | 770 | 784 | 884 | 804 | 271 |
| Graduate | | | | | |
| Graduate School | 725 | 655 | 698 | 721 | 751 |
| School of Journalism | 50 | 64 | 83 | 90 | 90 |
| School of Professional Studies | 58 | 129 | 210 | 264 | 252 |
| Law School | 146 | 130 | 161 | 164 | 174 |
| University Total | 7,158 | 7,991 | 8,824 | 8,845 | 8,495 |

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total Graduates

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 3,234 | 3,590 | 3,863 | 3,943 | 3,789 |
| Brooklyn | 3,592 | 3,678 | 4,025 | 4,108 | 3,739 |
| City | 3,211 | 3,329 | 3,334 | 3,153 | 3,142 |
| Hunter | 5,127 | 5,560 | 6,284 | 6,723 | 6,477 |
| John Jay | --- | --- | --- | --- | 1,901 |
| Lehman | 2,058 | 2,291 | 2,475 | 2,274 | 2,424 |
| Queens | 4,110 | 4,310 | 4,652 | 4,711 | 4,434 |
| York | 45 | 46 | 48 | 37 | 32 |
| Senior College Total | 21,377 | 22,804 | 24,681 | 24,949 | 25,938 |
| Comprehensive | | | | | |
| John Jay | 1,945 | 1,901 | 1,984 | 1,928 | --- |
| Staten Island | 929 | 909 | 972 | 1,065 | 1,044 |
| Comprehensive College Total | 2,874 | 2,810 | 2,956 | 2,993 | 1,044 |
| Graduate | | | | | |
| Graduate School | 4,543 | 4,620 | 4,625 | 4,642 | 4,701 |
| School of Journalism | 99 | 111 | 144 | 169 | 185 |
| School of Professional Studies | 132 | 247 | 430 | 643 | 676 |
| Law School | 420 | 388 | 407 | 441 | 481 |
| University Total | 29,445 | 30,980 | 33,243 | 33,837 | 33,025 |

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Number of seats filled in Adult and Continuing Education courses

| | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> | <u>2011-12</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Baruch | 8,643 | 9,336 | 11,527 | 10,814 | 11,356 |
| Brooklyn | 4,375 | 5,171 | 4,516 | 3,562 | --- |
| City | 5,788 | 4,835 | 6,371 | 3,482 | 4,949 |
| Hunter | 14,521 | 11,629 | 8,987 | 9,142 | 9,897 |
| John Jay | --- | --- | --- | --- | 2,202 |
| Lehman | 8,904 | 9,562 | 10,175 | 10,708 | 11,811 |
| Queens | 15,220 | 14,282 | 12,093 | 8,775 | 6,493 |
| York | 12,586 | 14,809 | 18,043 | 14,611 | 16,810 |
| Senior College Total | 70,037 | 69,624 | 71,712 | 61,094 | 63,518 |
| Comprehensive | | | | | |
| John Jay | 9,098 | 16,613 | 9,380 | 347 | --- |
| Medgar Evers | 12,856 | 12,561 | 2,120 | 2,377 | 2,567 |
| NYCCT | 13,885 | 14,359 | 16,358 | 14,612 | 12,800 |
| Staten Island | 5,464 | 4,783 | 4,446 | 4,225 | 5,572 |
| Comprehensive College Total | 41,303 | 48,316 | 32,304 | 21,214 | 20,939 |
| Community | | | | | |
| BMCC | 12,153 | 8,499 | 11,153 | 8,242 | 5,947 |
| Bronx | 13,474 | 12,949 | 13,588 | 15,597 | 13,288 |
| Hostos | 9,717 | 9,540 | 10,802 | 9,880 | 10,986 |
| Kingsborough | 23,476 | 24,590 | 23,806 | 24,029 | 25,971 |
| LaGuardia | 66,624 | 76,755 | 77,178 | 58,434 | 64,519 |
| Queensborough | 8,809 | 9,630 | 8,872 | 9,264 | 9,664 |
| Community College Total | 134,253 | 141,963 | 145,399 | 125,446 | 130,375 |
| Graduate | | | | | |
| Graduate School | 12,674 | 9,905 | --- | --- | --- |
| School of Professional Studies | 14,642 | 5,755 | 7,773 | 9,640 | 3,251 |
| University Total | 272,909 | 275,563 | 257,188 | 217,394 | 218,083 |

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

University Performance Management Process 2011-12 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 established enrollment targets 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 1136 | 1153 | 1182 | 1217 | 1209 |
| Brooklyn | 1050 | 1040 | 1098 | 1110 | 1134 |
| City | 1000 | 1026 | 1044 | 1072 | 1080 |
| Hunter | 1095 | 1104 | 1137 | 1155 | 1149 |
| John Jay | --- | --- | --- | --- | 951 |
| Lehman | 899 | 921 | 989 | 1016 | 1008 |
| Queens | 1033 | 1061 | 1083 | 1113 | 1113 |
| York | 845 | 864 | 900 | 904 | 899 |
| Senior College Average | 1036 | 1050 | 1084 | 1100 | 1083 |
| Comprehensive | | | | | |
| John Jay | 931 | 943 | 942 | 939 | --- |
| Medgar Evers | 853 | 875 | 887 | 852 | 837 |
| NYCCT | 918 | 908 | 905 | 929 | 952 |
| Staten Island | 1015 | 1008 | 1004 | 1008 | 1011 |
| Comprehensive College Average | 949 | 956 | 957 | 955 | 995 |
| University Average | 1021 | 1032 | 1057 | 1062 | 1075 |

Note: Based on recent graduates of domestic high schools.

University Performance Management Process 2011-12 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 established enrollment targets 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 87.4 | 87.2 | 86.6 | 86.7 | 86.5 |
| Brooklyn | 85.1 | 85.9 | 87.0 | 86.3 | 86.9 |
| City | 85.2 | 85.2 | 85.8 | 86.9 | 87.6 |
| Hunter | 84.8 | 85.9 | 86.5 | 87.2 | 87.1 |
| John Jay | --- | --- | --- | --- | 82.9 |
| Lehman | 83.5 | 81.9 | 83.7 | 84.5 | 84.9 |
| Queens | 86.0 | 86.2 | 86.5 | 86.7 | 86.8 |
| York | 79.3 | 80.4 | 81.5 | 81.9 | 82.6 |
| Senior College Average | 85.0 | 85.2 | 85.8 | 86.1 | 85.9 |
| Comprehensive | | | | | |
| John Jay | 81.6 | 81.1 | 81.2 | 82.2 | --- |
| Medgar Evers | 75.2 | 74.7 | 77.6 | 77.1 | 77.5 |
| NYCCT | 78.0 | 77.8 | 79.9 | 79.8 | 79.2 |
| Staten Island | 84.5 | 83.6 | 83.9 | 84.3 | 84.5 |
| Comprehensive College Average | 81.7 | 81.1 | 81.8 | 82.4 | 83.2 |
| University Average | 84.5 | 84.5 | 84.9 | 85.1 | 85.6 |

University Performance Management Process 2011-12 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, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.

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

| | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> | <u>2011-12</u> <u>(estimated)</u> |
|------------------------------------|----------------|----------------|----------------|----------------|--------------------------------------|
| Senior | | | | | |
| Baruch | 751 | 694 | 903 | 791 | 773 |
| Brooklyn | 484 | 759 | 876 | 984 | 959 |
| City | 1,014 | 852 | 529 | 419 | 405 |
| Hunter | 733 | 902 | 863 | 765 | 708 |
| John Jay | --- | --- | --- | --- | 865 |
| Lehman | 1,188 | 1,162 | 1,233 | 1,356 | 1,507 |
| Queens | 1,127 | 1,070 | 1,073 | 1,038 | 1,043 |
| York | 2,816 | 2,000 | 2,015 | 1,867 | 1,754 |
| Senior College Total | 8,113 | 7,439 | 7,492 | 7,220 | 8,014 |
| Comprehensive | | | | | |
| John Jay | 586 | 789 | 953 | 693 | --- |
| Medgar Evers | 735 | 658 | 598 | 489 | 272 |
| NYCCT | 1,036 | 956 | 941 | 957 | 824 |
| Staten Island | 536 | 465 | 705 | 865 | 940 |
| Comprehensive College Total | 2,893 | 2,868 | 3,197 | 3,004 | 2,036 |
| Community | | | | | |
| BMCC | 742 | 546 | 723 | 781 | 926 |
| Bronx | 447 | 513 | 747 | 847 | 999 |
| Hostos | 1,574 | 1,332 | 1,370 | 1,126 | 1,164 |
| Kingsborough | 9,900 | 9,383 | 9,453 | 9,348 | 10,037 |
| LaGuardia | 3,139 | 2,719 | 3,139 | 3,034 | 3,341 |
| Queensborough | 2,571 | 2,391 | 2,419 | 2,324 | 2,161 |
| Community College Total | 18,373 | 16,884 | 17,851 | 17,460 | 18,628 |
| University Total | 29,379 | 27,191 | 28,540 | 27,684 | 28,678 |

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, spring performance data are not final at this time. Final data for the current year will be provided in next year's report. Figures for all years have been revised for the College of Staten Island, the comprehensive subtotal and University total to exclude students in CSI's Discovery Institute.

University Performance Management Process 2011-12 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, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.

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

| | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> | <u>Summer & Fall 2011</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| Senior | | | | | |
| Baruch | 93 | 94 | 95 | 95 | 94 |
| Brooklyn | 83 | 81 | 82 | 84 | 84 |
| City | 85 | 87 | 77 | 74 | 89 |
| Hunter | 87 | 92 | 87 | 90 | 93 |
| John Jay | --- | --- | --- | --- | 94 |
| Lehman | 93 | 95 | 94 | 94 | 96 |
| Queens | 85 | 83 | 87 | 90 | 94 |
| York | 85 | 90 | 88 | 88 | 89 |
| Senior College Average | 87 | 89 | 88 | 89 | 92 |
| Comprehensive | | | | | |
| John Jay | 77 | 83 | 91 | 94 | --- |
| Medgar Evers | 85 | 89 | 78 | 85 | 88 |
| NYCCT | 84 | 66 | 70 | 80 | 82 |
| Staten Island | 93 | 88 | 93 | 94 | 95 |
| Comprehensive College Average | 85 | 79 | 83 | 88 | 90 |
| Community | | | | | |
| BMCC | 60 | 76 | 82 | 86 | 76 |
| Bronx | 60 | 88 | 80 | 83 | 84 |
| Hostos | 86 | 88 | 82 | 85 | 82 |
| Kingsborough | 92 | 93 | 94 | 93 | 92 |
| LaGuardia | 82 | 83 | 83 | 85 | 87 |
| Queensborough | 93 | 90 | 95 | 93 | 94 |
| Community College Average | 88 | 90 | 90 | 90 | 89 |
| University Average | 87 | 88 | 89 | 90 | 90 |

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

University Performance Management Process 2011-12 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, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.

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

| | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> | <u>2011-12</u> <u>(estimated)</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|--------------------------------------|
| Senior | | | | | |
| Baruch | 21 | 19 | 27 | 40 | 25 |
| Brooklyn | 24 | 27 | 37 | 40 | 33 |
| City | 30 | 38 | 31 | 23 | 25 |
| Hunter | 21 | 25 | 27 | 26 | 29 |
| John Jay | --- | --- | --- | --- | 21 |
| Lehman | 30 | 42 | 37 | 42 | 30 |
| Queens | 31 | 30 | 25 | 25 | 28 |
| York | 42 | 47 | 44 | 41 | 28 |
| Senior College Average | 31 | 35 | 34 | 36 | 28 |
| Comprehensive | | | | | |
| John Jay | 16 | 21 | 21 | 30 | --- |
| Medgar Evers | 16 | 23 | 40 | 30 | 22 |
| NYCCT | 29 | 28 | 31 | 27 | 21 |
| Staten Island | 44 | 36 | 27 | 26 | 31 |
| Comprehensive College Average | 26 | 26 | 29 | 28 | 25 |
| Community | | | | | |
| BMCC | 26 | 24 | 21 | 21 | 19 |
| Bronx | 28 | 34 | 35 | 37 | 26 |
| Hostos | 35 | 41 | 31 | 35 | 31 |
| Kingsborough | 35 | 34 | 37 | 35 | 41 |
| LaGuardia | 36 | 37 | 34 | 36 | 23 |
| Queensborough | 36 | 35 | 34 | 33 | 15 |
| Community College Average | 35 | 35 | 35 | 35 | 31 |
| University Average | 33 | 34 | 34 | 34 | 29 |

Note: College Now re-enrollment is based on data in the registration database maintained by the Office of Academic Affairs. The rate reflects students enrolled in the academic year who enrolled in College Now in any prior semester over the previous two years and including the current year. Last year's re-enrollment rates have been revised to reflect final data. For the current year, spring performance data are not yet available so current year success rates are based on summer and fall only. Final data for the current year will be provided in next year's report. Figures for all years have been revised for the College of Staten Island, the comprehensive subtotal and University total to exclude students in CSI's Discovery Institute.

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

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

Total Voluntary Support (weighted rolling average)

| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Senior | | | | | |
| Baruch | \$43,316,099 | \$30,661,651 | \$19,194,623 | \$12,654,005 | \$16,226,091 |
| Brooklyn | \$11,798,827 | \$8,928,984 | \$11,726,044 | \$18,704,317 | \$16,313,760 |
| City | \$62,752,168 | \$63,585,449 | \$46,703,422 | \$40,358,974 | \$38,893,452 |
| Hunter | \$16,981,140 | \$32,369,753 | \$25,699,325 | \$25,597,994 | \$24,073,344 |
| John Jay | --- | --- | --- | \$5,951,446 | \$8,690,846 |
| Lehman | \$3,067,791 | \$3,563,530 | \$4,074,265 | \$4,517,771 | \$5,000,339 |
| Queens | \$17,525,510 | \$17,456,623 | \$16,895,511 | \$20,625,790 | \$20,689,394 |
| York | \$408,352 | \$680,555 | \$639,960 | \$886,737 | \$1,016,852 |
| Senior College Total | \$155,849,886 | \$157,246,544 | \$124,933,151 | \$125,802,570 | \$130,904,077 |
| Comprehensive | | | | | |
| John Jay | \$2,227,428 | \$3,597,305 | \$6,364,597 | --- | --- |
| Medgar Evers | \$1,895,108 | \$3,077,974 | \$1,993,971 | \$1,048,649 | \$423,075 |
| NYCCT | \$1,268,449 | \$1,175,077 | \$1,116,864 | \$1,063,346 | \$953,444 |
| Staten Island | \$1,416,752 | \$1,433,696 | \$1,989,687 | \$2,798,980 | \$3,161,541 |
| Comprehensive College Total | \$6,807,738 | \$9,284,052 | \$11,465,119 | \$8,405,441 | \$4,538,059 |
| Community | | | | | |
| BMCC | \$3,897,142 | \$3,540,068 | \$2,230,483 | \$2,322,602 | \$2,267,762 |
| Bronx | \$1,508,550 | \$1,705,253 | \$1,694,148 | \$1,681,549 | \$1,807,120 |
| Hostos | \$714,649 | \$827,707 | \$868,071 | \$933,259 | \$1,039,658 |
| Kingsborough | \$1,120,921 | \$1,410,179 | \$1,628,689 | \$2,763,789 | \$2,347,973 |
| LaGuardia | \$689,618 | \$891,006 | \$1,586,190 | \$1,632,203 | \$1,834,714 |
| Queensborough | \$2,407,599 | \$2,676,452 | \$2,867,673 | \$3,122,865 | \$2,992,256 |
| Community College Total | \$10,338,479 | \$11,050,665 | \$10,875,254 | \$12,736,530 | \$13,257,641 |
| Graduate | | | | | |
| Graduate School | \$13,004,015 | \$9,983,052 | \$9,408,088 | \$6,315,517 | \$4,742,643 |
| School of Journalism | \$4,357,633 | \$3,081,728 | \$2,454,933 | \$4,625,387 | \$3,322,076 |
| Law School | \$904,921 | \$1,009,391 | \$1,136,125 | \$1,265,187 | \$1,541,260 |
| University Total | \$201,223,094 | \$198,614,807 | \$161,131,341 | \$160,944,419 | \$171,204,892 |

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

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Colleges will improve or maintain sound financial management and controls.

Administrative Costs (Institutional Support Services)

| | Amount | | | | Percent of Total | | | |
|----------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------|----------------|----------------|----------------|
| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> |
| Senior | | | | | | | | |
| Baruch | \$26,323,749 | \$24,956,811 | \$26,088,992 | \$24,736,348 | 25.4 | 23.9 | 23.8 | 23.3 |
| Brooklyn | \$31,729,887 | \$29,565,427 | \$29,788,281 | \$26,423,650 | 28.3 | 25.6 | 25.0 | 22.8 |
| City | \$35,199,080 | \$34,590,883 | \$32,224,028 | \$32,126,015 | 27.5 | 26.1 | 23.4 | 23.7 |
| Hunter | \$36,838,001 | \$35,840,429 | \$35,856,711 | \$35,077,596 | 27.6 | 26.2 | 24.6 | 23.5 |
| John Jay | --- | --- | --- | \$18,453,873 | --- | --- | --- | 22.2 |
| Lehman | \$20,420,936 | \$19,684,135 | \$21,260,254 | \$18,982,756 | 26.5 | 24.7 | 24.7 | 22.2 |
| Queens | \$34,994,532 | \$31,462,198 | \$35,104,214 | \$32,781,367 | 29.4 | 26.4 | 27.0 | 25.9 |
| York | \$15,814,468 | \$15,533,006 | \$16,893,097 | \$15,199,317 | 33.8 | 32.1 | 32.0 | 29.4 |
| Senior College Total/Avg | \$201,320,653 | \$191,632,889 | \$197,215,577 | \$203,780,923 | 28.0 | 26.0 | 25.2 | 23.9 |
| Comprehensive | | | | | | | | |
| John Jay | \$19,017,776 | \$19,768,296 | \$19,289,921 | --- | 24.4 | 23.9 | 22.2 | --- |
| Medgar Evers | \$13,419,905 | \$12,779,806 | \$13,235,855 | \$15,093,198 | 29.7 | 28.0 | 27.0 | 29.8 |
| NYCCT | \$16,136,997 | \$16,198,315 | \$17,933,514 | \$16,205,108 | 21.8 | 21.2 | 21.3 | 20.0 |
| Staten Island | \$22,986,279 | \$23,700,757 | \$23,867,134 | \$21,604,242 | 29.1 | 28.3 | 26.8 | 24.6 |
| Comprehensive College Total/Avg | \$71,560,957 | \$72,447,174 | \$74,326,424 | \$52,902,548 | 25.9 | 25.1 | 24.0 | 24.1 |
| Community | | | | | | | | |
| BMCC | \$33,276,974 | \$36,267,448 | \$40,299,198 | \$39,334,850 | 36.0 | 34.1 | 35.4 | 34.5 |
| Bronx | \$18,842,827 | \$19,758,660 | \$20,014,026 | \$21,247,032 | 32.7 | 32.4 | 30.5 | 31.9 |
| Hostos | \$14,245,535 | \$15,521,500 | \$16,250,206 | \$15,159,554 | 34.7 | 35.3 | 34.2 | 32.4 |
| Kingsborough | \$21,844,679 | \$21,764,103 | \$23,378,269 | \$21,329,780 | 29.1 | 27.9 | 26.9 | 24.3 |
| LaGuardia | \$23,343,946 | \$25,097,692 | \$27,823,426 | \$28,381,541 | 28.6 | 29.0 | 29.7 | 30.0 |
| Queensborough | \$15,673,587 | \$17,436,889 | \$17,285,581 | \$17,118,874 | 24.3 | 24.3 | 21.5 | 21.6 |
| Community College Total/Avg | \$127,227,548 | \$135,846,292 | \$145,050,706 | \$142,571,630 | 30.9 | 30.4 | 29.7 | 29.2 |
| Graduate | | | | | | | | |
| Graduate School | \$19,898,164 | \$22,364,968 | \$19,331,205 | \$17,563,740 | 19.0 | 17.0 | 17.9 | 15.7 |
| University Total/Avg | \$420,007,322 | \$422,291,323 | \$435,923,912 | \$416,818,841 | 27.8 | 26.3 | 25.8 | 24.9 |

Note: FY2010 "Percent of Total" has been revised since the 2010-11 PMP to correct community college vacation accruals. Data for FY 2012 will be available in next year's report. Dollar amounts reflect expenditures for general administration, general institutional services, and maintenance and operations (everything except instructional activities).

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.5 Contract/grant awards will increase.

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

| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> |
|------------------------------------|------------------------|----------------------|----------------------|----------------------|----------------------|
| Senior | | | | | |
| Baruch | \$5,424,298 | \$5,417,250 | \$6,106,267 | \$6,721,694 | \$6,872,197 |
| Brooklyn | \$11,853,929 | \$12,215,159 | \$13,576,134 | \$13,557,264 | \$13,148,033 |
| City | \$43,122,499 | \$48,802,709 | \$59,303,054 | \$64,031,763 | \$63,033,793 |
| Hunter | \$37,113,200 | \$42,244,156 | \$46,999,342 | \$48,027,876 | \$49,360,285 |
| John Jay | --- | --- | --- | --- | \$15,911,482 |
| Lehman | \$16,041,390 | \$17,387,991 | \$21,669,114 | \$20,935,606 | \$18,003,894 |
| Queens | \$21,576,884 | \$21,667,450 | \$28,933,290 | \$25,622,011 | \$28,991,460 |
| York | \$6,014,578 | \$6,341,443 | \$7,495,168 | \$6,888,864 | \$6,254,765 |
| Senior College Total | \$141,146,778 | 154,076,158 | \$184,082,368 | \$185,785,078 | \$201,575,910 |
| Comprehensive | | | | | |
| John Jay | \$12,896,015 | \$15,275,879 | \$18,128,219 | \$16,903,472 | --- |
| Medgar Evers | \$8,581,458 | \$8,835,698 | \$9,308,249 | \$9,197,374 | \$8,646,507 |
| NYCCT | \$6,208,149 | \$6,128,546 | \$7,179,020 | \$7,463,674 | \$8,330,038 |
| Staten Island | \$9,107,818 | \$9,039,801 | \$9,445,850 | \$8,525,387 | \$8,351,762 |
| Comprehensive College Total | \$36,793,441 | \$39,279,924 | \$44,061,337 | \$42,089,907 | \$25,328,307 |
| Community | | | | | |
| BMCC | \$6,591,445 | \$6,735,194 | \$7,867,265 | \$8,723,970 | \$7,446,371 |
| Bronx | \$6,148,425 | \$5,700,917 | \$6,159,851 | \$6,782,830 | \$6,389,954 |
| Hostos | \$3,777,250 | \$3,932,899 | \$3,588,387 | \$4,452,458 | \$5,348,630 |
| Kingsborough | \$5,002,278 | \$5,168,318 | \$5,052,288 | \$5,072,036 | \$14,784,198 |
| LaGuardia | \$13,193,066 | \$14,638,288 | \$16,902,509 | \$16,975,518 | \$16,986,775 |
| Queensborough | \$3,836,512 | \$4,131,033 | \$3,672,917 | \$4,371,047 | \$4,433,992 |
| Community College Total | \$38,548,977 | \$40,306,648 | \$43,243,217 | \$46,377,858 | \$55,910,536 |
| Graduate | | | | | |
| Graduate School | \$13,386,035 | \$12,970,438 | \$13,115,331 | \$11,796,016 | \$11,646,380 |
| School of Journalism | \$232,964 [^] | \$190,590 | \$349,445 | \$775,735 | \$1,132,609 |
| Law School | \$330,229 | \$438,848 | \$575,891 | \$399,792 | \$223,356 |
| University Total | \$230,389,662 | \$247,262,606 | \$285,427,588 | \$287,224,387 | \$295,817,097 |

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. FY2011 figures have been revised from last year's PMP report to reflect final data and FY2012 figures are preliminary. Grants and contracts awards of \$520,617 for the New Community College have been included in the FY2012 community college and university totals.

[^]Not a weighted, rolling average.

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.6 Indirect cost recovery ratios will improve.

Indirect cost recovery as a percentage of overall activity

| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Baruch | 6.9 | 7.2 | 8.8 | 8.4 | 8.8 |
| Brooklyn | 23.6 | 15.1 | 15.4 | 16.0 | 17.3 |
| City | 20.4 | 18.2 | 18.9 | 19.3 | 18.3 |
| Hunter | 17.1 | 15.4 | 16.2 | 15.8 | 16.9 |
| John Jay | --- | --- | --- | --- | 14.2 |
| Lehman | 13.5 | 11.8 | 12.4 | 11.7 | 11.4 |
| Queens | 11.4 | 9.1 | 12.2 | 12.6 | 13.0 |
| York | 13.3 | 7.6 | 8.7 | 9.4 | 7.6 |
| Senior College Average | 16.8 | 14.2 | 15.4 | 15.5 | 15.5 |
| Comprehensive | | | | | |
| John Jay | 10.1 | 10.5 | 9.4 | 12.5 | --- |
| Medgar Evers | 7.3 | 7.6 | 7.4 | 7.2 | 7.1 |
| NYCCT | 7.0 | 6.5 | 7.0 | 8.5 | 8.4 |
| Staten Island | 13.2 | 10.5 | 16.6 | 10.5 | 10.2 |
| Comprehensive College Average | 9.7 | 9.2 | 10.1 | 10.1 | 8.5 |
| Community | | | | | |
| BMCC | 6.6 | 5.6 | 5.3 | 4.2 | 5.0 |
| Bronx | 7.8 | 8.0 | 6.7 | 6.2 | 6.2 |
| Hostos | 5.3 | 6.0 | 7.4 | 8.4 | 7.0 |
| Kingsborough | 5.7 | 5.8 | 6.1 | 7.1 | 6.6 |
| LaGuardia | 5.9 | 4.9 | 4.4 | 5.6 | 6.9 |
| Queensborough | 7.4 | 7.5 | 6.2 | 5.3 | 5.3 |
| Community College Average | 6.4 | 6.0 | 5.6 | 5.9 | 6.3 |
| Graduate | | | | | |
| Graduate School | 10.3 | 10.3 | 8.7 | 8.8 | 9.3 |
| School of Journalism | 3.7 | 13.3 | 2.8 | 4.6 | 3.0 |
| Law School | 0.6 | 3.9 | 8.4 | 43.4 | 14.3 |
| University Average | 13.4 | 11.8 | 12.6 | 12.6 | 12.6 |

Note: FY 2011 figures have been revised from last year's PMP report to reflect final data.

University Performance Management Process

2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.2 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

Student satisfaction with administrative services

| | <u>2004</u> | <u>2006</u> | <u>2008</u> | <u>2010</u> | <u>2012</u> |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------------------|
| Senior | | | | | |
| Baruch | 2.77 | 2.85 | 2.68 | 2.79 | 2.65 (2.54,2.77) |
| Brooklyn | 2.90 | 2.78 | 2.76 | 2.72 | 2.92 (2.83,3.00) |
| City | 2.84 | 2.93 | 2.80 | 2.76 | 2.53 (2.40,2.65) |
| Hunter | 2.71 | 2.64 | 2.56 | 2.70 | 2.66 (2.57,2.75) |
| John Jay | --- | --- | --- | --- | 2.92 (2.81,3.02) |
| Lehman | 3.05 | 2.98 | 2.84 | 2.89 | 2.78 (2.63,2.93) |
| Queens | 3.04 | 2.97 | 2.80 | 2.84 | 2.56 (2.45,2.67) |
| York | 2.77 | 2.89 | 2.67 | 2.74 | 2.70 (2.55,2.86) |
| Senior College Average | 2.85 | 2.85 | 2.72 | 2.78 | 2.71 (2.67,2.75) |
| Comprehensive | | | | | |
| John Jay | 2.95 | 3.01 | 2.89 | 2.90 | --- |
| Medgar Evers | 2.87 | 2.91 | 2.93 | 2.94 | 2.95 (2.82,3.08) |
| NYCCT | 2.75 | 2.97 | 2.82 | 2.87 | 2.77 (2.67,2.87) |
| Staten Island | 2.91 | 2.90 | 2.94 | 2.87 | 2.74 (2.64,2.85) |
| Comprehensive College Average | 2.87 | 2.95 | 2.89 | 2.89 | 2.79 (2.73,2.85) |
| Community | | | | | |
| BMCC | 2.90 | 2.94 | 2.87 | 2.99 | 3.01 (2.94,3.08) |
| Bronx | 2.65 | 2.82 | 2.82 | 2.87 | 2.99 (2.88,3.10) |
| Hostos | 2.91 | 2.96 | 2.95 | 2.99 | 3.08 (2.95,3.22) |
| Kingsborough | 2.70 | 2.97 | 2.94 | 2.94 | 3.06 (2.97,3.15) |
| LaGuardia | 2.80 | 2.78 | 2.81 | 2.79 | 2.86 (2.77,2.95) |
| Queensborough | 2.90 | 2.99 | 2.84 | 2.96 | 2.83 (2.72,2.94) |
| Community College Average | 2.81 | 2.91 | 2.87 | 2.93 | 2.97 (2.93,3.01) |
| University Average | 2.84 | 2.89 | 2.81 | 2.86 | 2.82 (2.80,2.85) |

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure is based on responses to four items about satisfaction with administrative services, including: registration procedures, testing office, financial aid services, and billing and payment procedures. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores for each student were calculated by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed with confidence intervals. All items in this measure are weighted equally. For 2012, numbers in parenthesis represent the 95% confidence interval for the estimated mean.

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.3 Colleges will improve space utilization.

Percentage of FTEs offered on Fridays, evenings or weekends

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 48.1 | 49.3 | 47.6 | 48.6 | 49.5 |
| Brooklyn | 45.0 | 42.7 | 41.0 | 40.2 | 38.3 |
| City | 41.4 | 42.2 | 42.4 | 41.9 | 40.2 |
| Hunter | 54.9 | 55.6 | 54.4 | 54.0 | 53.4 |
| John Jay | --- | --- | --- | --- | 46.2 |
| Lehman | 49.5 | 49.7 | 49.8 | 50.2 | 50.5 |
| Queens | 45.2 | 45.7 | 44.7 | 44.8 | 42.5 |
| York | 51.8 | 50.1 | 50.7 | 50.6 | 48.2 |
| Senior College Average | 47.9 | 47.9 | 47.0 | 47.0 | 46.1 |
| Comprehensive | | | | | |
| John Jay | 38.9 | 37.3 | 40.3 | 40.5 | --- |
| Medgar Evers | 52.3 | 50.7 | 51.1 | 51.8 | 49.2 |
| NYCCT | 44.4 | 44.5 | 44.0 | 43.0 | 42.6 |
| Staten Island | 53.7 | 53.4 | 53.7 | 52.7 | 53.7 |
| Comprehensive College Average | 46.1 | 45.5 | 46.5 | 46.2 | 48.1 |
| Community | | | | | |
| BMCC | 44.7 | 47.6 | 39.0 | 37.0 | 42.5 |
| Bronx | 38.6 | 40.2 | 41.5 | 42.3 | 41.9 |
| Hostos | 36.8 | 33.2 | 33.0 | 32.9 | 33.6 |
| Kingsborough | 24.4 | 25.3 | 27.5 | 27.2 | 27.0 |
| LaGuardia | 38.2 | 36.6 | 36.7 | 36.8 | 35.7 |
| Queensborough | 33.2 | 34.1 | 37.5 | 35.2 | 36.7 |
| Community College Average | 36.7 | 37.6 | 36.1 | 34.9 | 36.3 |
| University Average | 43.8 | 44.0 | 43.1 | 42.5 | 42.8 |

**University Performance Management Process
2011-12 Year-End Report
Final**

PART B. CONTEXT INDICATORS

University Performance Management Process 2011-12 Year-End Report

Goal: Raise Academic Quality

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

University Target: 1.4 Use of technology to enrich courses and teaching will improve.

Percentage of instructional (student) FTEs offered totally online

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 0.0 | 0.1 | 0.1 | 0.2 | 0.4 |
| Brooklyn | 1.2 | 1.3 | 1.9 | 2.3 | 2.3 |
| City | 0.3 | 0.2 | 0.0 | 0.3 | 0.3 |
| Hunter | 0.1 | 0.1 | 0.6 | 0.3 | 0.2 |
| John Jay | --- | --- | --- | --- | 4.1 |
| Lehman | 2.5 | 3.1 | 3.6 | 4.7 | 5.7 |
| Queens | 0.0 | 0.4 | 0.3 | 0.2 | 0.4 |
| York | 0.5 | 0.6 | 0.5 | 0.6 | 0.8 |
| Senior College Average | 0.5 | 0.7 | 0.9 | 1.0 | 1.5 |
| Comprehensive | | | | | |
| John Jay | 2.3 | 3.1 | 3.2 | 3.6 | --- |
| Medgar Evers | 0.8 | 1.3 | 1.3 | 1.4 | 1.4 |
| NYCCT | 0.3 | 0.9 | 0.6 | 0.9 | 0.8 |
| Staten Island | 0.9 | 0.4 | 0.6 | 0.7 | 0.6 |
| Comprehensive College Average | 1.2 | 1.5 | 1.5 | 1.7 | 0.8 |
| Community | | | | | |
| BMCC | 1.0 | 0.8 | 0.7 | 0.8 | 0.2 |
| Bronx | 0.0 | 0.5 | 2.0 | 0.6 | 0.1 |
| Hostos | 1.8 | 1.7 | 1.1 | 1.3 | 1.2 |
| Kingsborough | 0.4 | 0.5 | 0.4 | 0.8 | 0.8 |
| LaGuardia | 0.0 | 0.0 | 0.0 | 0.2 | 0.3 |
| Queensborough | 0.3 | 0.4 | 0.5 | 0.5 | 0.5 |
| Community College Average | 0.5 | 0.6 | 0.6 | 0.7 | 0.4 |
| University Average | 0.7 | 0.8 | 0.9 | 1.0 | 1.0 |

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 on the colleges' student information and submitted to OIRA as part of the fall Show-Reg/Performance data collection. Fully online courses are those identified as "full online - all classwork is online".

University Performance Management Process 2011-12 Year-End Report

Goal: Raise Academic Quality

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

University Target: 1.4 Use of technology to enrich courses and teaching will improve.

Percentage of instructional (student) FTEs offered partially online

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 0.0 | 0.1 | 0.0 | 1.1 | 2.5 |
| Brooklyn | 6.1 | 9.2 | 9.5 | 10.9 | 13.1 |
| City | 0.0 | 0.0 | 0.0 | 0.2 | 0.8 |
| Hunter | 0.7 | 3.7 | 4.0 | 4.7 | 6.3 |
| John Jay | --- | --- | --- | --- | 0.9 |
| Lehman | 2.1 | 3.6 | 4.4 | 6.2 | 8.0 |
| Queens | 12.6 | 10.5 | 1.2 | 4.2 | 1.5 |
| York | 0.5 | 0.2 | 0.6 | 1.6 | 2.1 |
| Senior College Average | 3.6 | 4.4 | 2.9 | 4.3 | 4.4 |
| Comprehensive | | | | | |
| John Jay | 0.0 | 0.3 | 0.2 | 0.6 | --- |
| Medgar Evers | 0.9 | 1.6 | 1.0 | 1.3 | 1.1 |
| NYCCT | 3.0 | 0.5 | 4.4 | 3.1 | 4.2 |
| Staten Island | 0.2 | 0.5 | 0.6 | 1.1 | 1.8 |
| Comprehensive College Average | 1.0 | 0.5 | 1.6 | 1.5 | 2.7 |
| Community | | | | | |
| BMCC | 0.0 | 14.2 | 21.1 | 24.3 | 28.6 |
| Bronx | 1.4 | 0.7 | 0.0 | 1.6 | 1.9 |
| Hostos | 3.5 | 2.6 | 1.4 | 1.0 | 1.7 |
| Kingsborough | 9.4 | 10.4 | 13.3 | 13.5 | 17.5 |
| LaGuardia | 0.0 | 0.0 | 0.4 | 0.7 | 0.9 |
| Queensborough | 0.3 | 0.2 | 0.3 | 0.7 | 1.9 |
| Community College Average | 2.3 | 6.2 | 8.2 | 9.3 | 11.6 |
| University Average | 2.6 | 4.2 | 4.5 | 5.5 | 6.8 |

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 on the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection. Partially online courses include 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 2011-12 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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 65.2 | 60.5 | 72.2 | 71.7 | 62.8 |
| Brooklyn | 52.1 | 50.9 | 51.4 | 58.2 | 76.0 |
| City | 67.8 | 68.9 | 64.8 | 64.4 | 66.9 |
| Hunter | 59.5 | 57.3 | 51.1 | 49.3 | 51.0 |
| John Jay | --- | --- | --- | --- | 58.7 |
| Lehman | 69.4 | 63.3 | 69.1 | 68.7 | 67.5 |
| Queens | 65.3 | 59.1 | 65.3 | 58.5 | 59.9 |
| York | 100.0 | 100.0 | 68.7 | 100.0 | 99.7 |
| Senior College Average | 62.7 | 59.5 | 60.6 | 59.9 | 59.9 |
| Comprehensive | | | | | |
| John Jay | 58.6 | 58.0 | 64.5 | 61.6 | --- |
| Staten Island | 68.6 | 72.8 | 73.1 | 55.6 | 66.3 |
| Comprehensive College Average | 61.6 | 62.4 | 67.3 | 59.4 | 66.3 |
| University Average | | | | | |
| | 62.5 | 59.8 | 61.3 | 59.8 | 60.3 |
| Graduate | | | | | |
| School of Journalism | --- | --- | 68.1 | 65.2 | 60.2 |
| Graduate School | --- | --- | 93.2 | 92.7 | 94.9 |
| Law School | --- | --- | 88.1 | 91.4 | 82.2 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. FTEs are apportioned for team-taught and cross-listed classes, but cannot be 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. 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 2011-12 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 hours delivered by full-time faculty

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 52.7 | 49.0 | 49.4 | 49.4 | 46.1 |
| Brooklyn | 48.6 | 45.3 | 47.5 | 43.5 | 42.6 |
| City | 47.2 | 48.1 | 49.9 | 48.4 | 45.4 |
| Hunter | 44.8 | 45.2 | 40.2 | 39.5 | 37.8 |
| John Jay | --- | --- | --- | --- | 37.2 |
| Lehman | 54.1 | 52.4 | 49.5 | 48.1 | 49.3 |
| Queens | 49.5 | 44.6 | 47.2 | 44.8 | 42.5 |
| York | 50.4 | 54.1 | 57.7 | 59.8 | 57.7 |
| Senior College Average | 49.2 | 47.5 | 47.7 | 46.1 | 43.5 |
| Comprehensive | | | | | |
| John Jay | 45.6 | 45.7 | 47.3 | 40.9 | --- |
| Medgar Evers | 46.7 | 53.5 | 53.3 | 47.1 | 44.7 |
| NYCCT | 47.2 | 49.7 | 47.8 | 48.4 | 43.7 |
| Staten Island | 47.1 | 46.7 | 38.4 | 35.8 | 39.5 |
| Comprehensive College Average | 46.7 | 48.2 | 45.7 | 42.5 | 42.2 |
| Community | | | | | |
| BMCC | 52.7 | 47.2 | 47.1 | 46.3 | 43.4 |
| Bronx | 62.8 | 63.4 | 58.7 | 59.0 | 55.7 |
| Hostos | 66.4 | 62.7 | 58.5 | 55.7 | 50.9 |
| Kingsborough | 53.3 | 52.9 | 53.8 | 54.2 | 49.9 |
| LaGuardia | 47.0 | 45.5 | 42.1 | 41.5 | 39.7 |
| Queensborough | 54.2 | 51.8 | 51.6 | 54.7 | 50.0 |
| Community College Average | 54.1 | 51.7 | 50.2 | 50.1 | 46.6 |
| University Average | 50.5 | 49.2 | 48.2 | 46.9 | 44.5 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. This indicator is calculated by dividing the total number of contact hours taught by full-time faculty members (undergraduate and graduate) by the total of all contact hours. 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. 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. College Now sections, tutorial and office hours, and courses with less than 5 students are excluded.

University Performance Management Process 2011-12 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 hours in undergraduate courses delivered by full-time faculty

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 50.3 | 46.4 | 45.4 | 44.7 | 42.7 |
| Brooklyn | 47.9 | 43.8 | 46.6 | 42.5 | 41.5 |
| City | 41.4 | 42.2 | 45.6 | 44.4 | 41.0 |
| Hunter | 37.4 | 38.1 | 34.9 | 34.8 | 32.8 |
| John Jay | --- | --- | --- | --- | 33.9 |
| Lehman | 50.1 | 49.1 | 45.1 | 43.6 | 45.5 |
| Queens | 45.0 | 40.5 | 42.2 | 41.1 | 37.7 |
| York | 48.6 | 53.4 | 56.6 | 58.2 | 56.5 |
| Senior College Average | 45.4 | 43.8 | 44.3 | 42.9 | 40.3 |
| Comprehensive | | | | | |
| John Jay | 43.5 | 44.0 | 45.2 | 38.1 | --- |
| Medgar Evers | 46.7 | 53.5 | 53.3 | 47.1 | 44.7 |
| NYCCT | 47.2 | 49.7 | 47.8 | 48.4 | 43.7 |
| Staten Island | 44.7 | 44.4 | 35.9 | 33.8 | 37.3 |
| Comprehensive College Average | 45.6 | 47.4 | 44.5 | 41.5 | 41.4 |
| Community | | | | | |
| BMCC | 52.7 | 47.2 | 47.1 | 46.3 | 43.4 |
| Bronx | 62.8 | 63.4 | 58.7 | 59.0 | 55.7 |
| Hostos | 66.4 | 62.7 | 58.5 | 55.7 | 50.9 |
| Kingsborough | 53.3 | 52.9 | 53.8 | 54.2 | 49.9 |
| LaGuardia | 47.0 | 45.5 | 42.1 | 41.5 | 39.7 |
| Queensborough | 54.2 | 51.8 | 51.6 | 54.7 | 50.0 |
| Community College Average | 54.1 | 51.7 | 50.2 | 50.1 | 46.6 |
| University Average | 48.9 | 47.8 | 46.7 | 45.7 | 43.1 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. This indicator is calculated by dividing the total number of contact hours in undergraduate courses taught by full-time faculty members by the total contact hours 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. Instruction is credited to the faculty member's appointment college. College Now sections, tutorial and office hours, and courses with less than 5 students are excluded.

University Performance Management Process 2011-12 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 hours in graduate courses delivered by full-time faculty

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 65.1 | 61.6 | 69.4 | 70.6 | 63.3 |
| Brooklyn | 51.4 | 50.7 | 50.3 | 47.0 | 72.6 |
| City | 70.9 | 71.6 | 70.1 | 69.5 | 68.2 |
| Hunter | 66.7 | 65.0 | 53.5 | 51.8 | 51.9 |
| John Jay | --- | --- | --- | --- | 60.9 |
| Lehman | 71.2 | 65.8 | 69.4 | 71.2 | 66.6 |
| Queens | 66.8 | 61.2 | 68.4 | 59.7 | 63.0 |
| York | 100.0 | 100.0 | 89.8 | 100.0 | 100.0 |
| Senior College Average | 65.5 | 62.5 | 61.6 | 59.3 | 61.3 |
| Comprehensive | | | | | |
| John Jay | 60.4 | 56.7 | 61.8 | 61.2 | --- |
| Staten Island | 78.7 | 79.2 | 72.3 | 60.9 | 66.2 |
| Comprehensive College Average | 66.5 | 63.8 | 63.6 | 60.8 | 66.2 |
| University Average | 65.6 | 62.6 | 62.8 | 60.2 | 61.6 |

Note: Beginning with fall 2009, this indicator is based on data from the CUNYfirst faculty workload data collection. This indicator is calculated by dividing the total number of contact hours in graduate (master's and Ph.D.) courses taught by full-time faculty members by the total contact hours 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. 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. Tutorial and office hours, and courses with less than 5 students are excluded.

University Performance Management Process 2011-12 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>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 323 | 304 | 306 | 303 | 298 |
| Brooklyn | 314 | 294 | 313 | 292 | 308 |
| City | 312 | 320 | 321 | 296 | 318 |
| Hunter | 406 | 417 | 451 | 414 | 404 |
| John Jay | --- | --- | --- | --- | 174 |
| Lehman | 201 | 203 | 196 | 185 | 175 |
| Queens | 346 | 321 | 343 | 340 | 330 |
| York | 106 | 104 | 97 | 90 | 93 |
| Senior College Total | 2,008 | 1,963 | 2,027 | 1,920 | 2,100 |
| Comprehensive | | | | | |
| John Jay | 194 | 176 | 175 | 163 | --- |
| Medgar Evers | 76 | 79 | 77 | 80 | 77 |
| NYCCT | 207 | 209 | 205 | 187 | 186 |
| Staten Island | 191 | 206 | 228 | 211 | 201 |
| Comprehensive College Total | 668 | 670 | 685 | 641 | 464 |
| Community | | | | | |
| BMCC | 215 | 217 | 223 | 210 | 210 |
| Bronx | 132 | 140 | 147 | 131 | 124 |
| Hostos | 94 | 91 | 82 | 81 | 81 |
| Kingsborough | 159 | 160 | 170 | 160 | 143 |
| LaGuardia | 130 | 131 | 129 | 129 | 117 |
| Queensborough | 177 | 182 | 166 | 151 | 149 |
| Community College Total | 907 | 921 | 917 | 862 | 824 |
| Graduate | | | | | |
| Graduate School | --- | --- | 112 | 110 | 114 |
| School of Journalism | --- | --- | 5 | 4 | 7 |
| Law School | --- | --- | 24 | 24 | 20 |
| University Total | 3,583 | 3,554 | 3,770 | 3,561 | 3,529 |

Note: Beginning with fall 2009, this indicator is based on data from CUNYfirst Human Capital Management (HCM). Figures reflect the number of veteran full-time professorial faculty (not eligible for contractual release time) in the term indicated. This indicator excludes those in non-teaching departments (counselors and librarians), those in substitute titles and those on leave (all types, not just unpaid). This is the denominator for the indicator "Mean teaching hours of veteran full-time faculty".

University Performance Management Process 2011-12 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>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 63 | 78 | 81 | 83 | 60 |
| Brooklyn | 75 | 98 | 103 | 113 | 90 |
| City | 67 | 93 | 99 | 113 | 97 |
| Hunter | 84 | 89 | 109 | 118 | 113 |
| John Jay | --- | --- | --- | --- | 99 |
| Lehman | 57 | 66 | 63 | 69 | 75 |
| Queens | 79 | 104 | 119 | 124 | 108 |
| York | 30 | 50 | 57 | 74 | 61 |
| Senior College Total | 455 | 578 | 631 | 694 | 703 |
| Comprehensive | | | | | |
| John Jay | 78 | 96 | 122 | 130 | --- |
| Medgar Evers | 29 | 35 | 36 | 35 | 33 |
| NYCCT | 57 | 90 | 115 | 132 | 133 |
| Staten Island | 50 | 49 | 82 | 88 | 78 |
| Comprehensive College Total | 214 | 270 | 355 | 385 | 244 |
| Community | | | | | |
| BMCC | 59 | 77 | 88 | 100 | 96 |
| Bronx | 41 | 33 | 37 | 47 | 50 |
| Hostos | 23 | 29 | 33 | 37 | 36 |
| Kingsborough | 29 | 36 | 46 | 59 | 76 |
| LaGuardia | 42 | 55 | 73 | 96 | 98 |
| Queensborough | 51 | 47 | 59 | 78 | 83 |
| Community College Total | 245 | 277 | 336 | 417 | 439 |
| Graduate | | | | | |
| Graduate School | --- | --- | 6 | 4 | 3 |
| School of Journalism | --- | --- | 4 | 6 | 3 |
| Law School | --- | --- | 2 | 2 | 4 |
| University Total | 914 | 1,125 | 1,334 | 1,508 | 1,396 |

Note: Beginning with fall 2009, this indicator is based on data from CUNYfirst Human Capital Management (HCM). Figures reflect the number of new full-time professorial faculty (eligible for contractual release time) in the term indicated. This indicator excludes those in non-teaching departments (counselors and librarians), those in substitute titles and those on leave (all types, not just unpaid). This is the denominator for the indicator "Mean teaching hours of full-time faculty eligible for contractual release time".

University Performance Management Process 2011-12 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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 20.4 | 19.8 | 18.9 | 18.1 | 19.8 |
| Brooklyn | 17.2 | 17.0 | 14.4 | 13.7 | 14.0 |
| City | 15.4 | 15.4 | 14.2 | 13.2 | 13.2 |
| Hunter | 19.1 | 18.4 | 17.5 | 14.5 | 16.0 |
| John Jay | --- | --- | --- | --- | 17.5 |
| Lehman | 14.8 | 15.3 | 13.4 | 13.3 | 13.7 |
| Queens | 18.1 | 18.2 | 16.1 | 16.4 | 16.5 |
| York | 16.9 | 17.6 | 17.0 | 17.1 | 18.4 |
| Senior College Average | 17.7 | 17.5 | 15.9 | 15.0 | 15.9 |
| Comprehensive | | | | | |
| John Jay | 19.5 | 19.2 | 18.2 | 18.1 | --- |
| Medgar Evers | 15.9 | 17.8 | 18.8 | 18.1 | 19.3 |
| NYCCT | 15.4 | 16.0 | 16.5 | 16.8 | 17.5 |
| Staten Island | 18.6 | 18.2 | 17.0 | 16.5 | 17.6 |
| Comprehensive College Average | 17.4 | 17.7 | 17.4 | 17.2 | 17.9 |
| Community | | | | | |
| BMCC | 20.8 | 21.2 | 20.2 | 20.6 | 21.0 |
| Bronx | 16.8 | 17.2 | 18.2 | 18.0 | 18.5 |
| Hostos | 16.3 | 16.9 | 17.4 | 17.3 | 17.9 |
| Kingsborough | 18.9 | 19.6 | 20.6 | 20.1 | 19.8 |
| LaGuardia | 19.7 | 19.7 | 18.0 | 17.2 | 18.1 |
| Queensborough | 17.5 | 18.4 | 20.2 | 18.9 | 19.3 |
| Community College Average | 18.8 | 19.4 | 19.4 | 18.9 | 19.3 |
| University Average | 18.0 | 18.2 | 17.5 | 16.9 | 17.5 |

Note: This indicator is calculated by summing the student FTEs in undergraduate sections and dividing 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. Beginning with fall 2009, this indicator is based on data from the faculty workload collection from CUNYfirst. Prior to 2009, student and faculty FTEs were computed from data from the legacy Staff and Teaching Load collection.

University Performance Management Process 2011-12 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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 468 | 470 | 458 | 479 | 421 |
| Brooklyn | 511 | 512 | 500 | 467 | 476 |
| City | 498 | 541 | 535 | 513 | 522 |
| Hunter | 645 | 661 | 654 | 630 | 631 |
| John Jay | --- | --- | --- | --- | 332 |
| Lehman | 349 | 358 | 349 | 354 | 336 |
| Queens | 609 | 620 | 610 | 612 | 574 |
| York | 167 | 188 | 199 | 204 | 189 |
| Senior College Total | 3,247 | 3,350 | 3,305 | 3,259 | 3,481 |
| Comprehensive | | | | | |
| John Jay | 382 | 400 | 414 | 335 | --- |
| Medgar Evers | 148 | 156 | 170 | 169 | 159 |
| NYCCT | 327 | 366 | 393 | 369 | 365 |
| Staten Island | 322 | 329 | 339 | 324 | 311 |
| Comprehensive College Total | 1,179 | 1,251 | 1,316 | 1,197 | 835 |
| Community | | | | | |
| BMCC | 364 | 361 | 392 | 385 | 396 |
| Bronx | 255 | 256 | 247 | 268 | 264 |
| Hostos | 155 | 148 | 157 | 158 | 156 |
| Kingsborough | 282 | 296 | 315 | 325 | 333 |
| LaGuardia | 257 | 265 | 266 | 293 | 287 |
| Queensborough | 284 | 284 | 305 | 321 | 313 |
| Community College Total | 1,597 | 1,610 | 1,682 | 1,750 | 1,749 |
| University Total | 6,023 | 6,211 | 6,303 | 6,206 | 6,065 |

Note: This indicator reflects data in the HR employee census file 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 includes Sophie Davis.

University Performance Management Process 2011-12 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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 186 | 208 | 256 | 237 | 238 |
| Brooklyn | 247 | 295 | 355 | 299 | 302 |
| City | 123 | 318 | 449 | 330 | 330 |
| Hunter | 339 | 372 | 549 | 409 | 434 |
| John Jay | --- | --- | --- | --- | 297 |
| Lehman | 192 | 202 | 279 | 227 | 190 |
| Queens | 284 | 323 | 311 | 345 | 322 |
| York | 115 | 110 | 116 | 120 | 135 |
| Senior College Total | 1,486 | 1,828 | 2,315 | 1,967 | 2,247 |
| Comprehensive | | | | | |
| John Jay | 268 | 278 | 364 | 249 | --- |
| Medgar Evers | 113 | 101 | 180 | 153 | 146 |
| NYCCT | 294 | 285 | 367 | 335 | 375 |
| Staten Island | 234 | 247 | 286 | 309 | 275 |
| Comprehensive College Total | 909 | 911 | 1,198 | 1,046 | 796 |
| Community | | | | | |
| BMCC | 311 | 378 | 401 | 425 | 476 |
| Bronx | 118 | 117 | 177 | 151 | 172 |
| Hostos | 71 | 73 | 86 | 100 | 117 |
| Kingsborough | 202 | 212 | 251 | 259 | 247 |
| LaGuardia | 269 | 283 | 306 | 336 | 352 |
| Queensborough | 216 | 227 | 274 | 257 | 304 |
| Community College Total | 1,187 | 1,290 | 1,496 | 1,528 | 1,669 |
| University Total | 3,582 | 4,029 | 5,009 | 4,541 | 4,712 |

Note: Number of teaching appointment hours of adjuncts divided by 13.5. City includes Sophie Davis.

University Performance Management Process 2011-12 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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 266 | 267 | 281 | 282 | 274 |
| Brooklyn | 261 | 284 | 283 | 298 | 293 |
| City | 333 | 359 | 367 | 380 | 380 |
| Hunter | 352 | 383 | 395 | 400 | 400 |
| John Jay | --- | --- | --- | --- | 249 |
| Lehman | 214 | 222 | 242 | 267 | 263 |
| Queens | 321 | 348 | 313 | 321 | 308 |
| York | 134 | 158 | 180 | 188 | 179 |
| Senior College Total | 1,881 | 2,021 | 2,061 | 2,136 | 2,346 |
| Comprehensive | | | | | |
| John Jay | 207 | 239 | 250 | 235 | --- |
| Medgar Evers | 174 | 180 | 180 | 182 | 180 |
| NYCCT | 181 | 189 | 222 | 216 | 198 |
| Staten Island | 188 | 186 | 201 | 209 | 210 |
| Comprehensive College Total | 750 | 794 | 853 | 842 | 588 |
| Community | | | | | |
| BMCC | 203 | 207 | 212 | 225 | 209 |
| Bronx | 159 | 166 | 177 | 187 | 180 |
| Hostos | 126 | 133 | 141 | 145 | 148 |
| Kingsborough | 201 | 204 | 223 | 243 | 238 |
| LaGuardia | 266 | 291 | 301 | 287 | 291 |
| Queensborough | 176 | 190 | 203 | 219 | 220 |
| Community College Total | 1,131 | 1,191 | 1,257 | 1,306 | 1,286 |
| University Total | 3,762 | 4,006 | 4,171 | 4,284 | 4,220 |

Note: Includes individuals on the executive compensation plan and personnel in full-time professional titles. City includes Sophie Davis.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Number of non-ESL SEEK students

Baccalaureate Programs

| | <u>Entering</u> <u>Class of Fall</u> <u>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Senior | | | | | |
| Baruch | 83 | 74 | 89 | 72 | 98 |
| Brooklyn | 170 | 206 | 151 | 191 | 211 |
| City | 219 | 148 | 179 | 128 | 131 |
| Hunter | 100 | 92 | 95 | 67 | 74 |
| John Jay | --- | --- | --- | --- | 302 |
| Lehman | 200 | 151 | 183 | 136 | 168 |
| Queens | 188 | 197 | 241 | 198 | 225 |
| York | 147 | 167 | 154 | 141 | 156 |
| Senior College Total | 1,107 | 1,035 | 1,092 | 933 | 1,365 |
| Comprehensive | | | | | |
| John Jay | 141 | 123 | 182 | 242 | --- |
| Medgar Evers | 33 | 35 | 33 | 17 | 17 |
| NYCCT | 17 | 13 | 18 | 33 | 18 |
| Staten Island | --- | --- | 16 | 6 | 2 |
| Comprehensive College Total | 191 | 171 | 249 | 298 | 37 |
| University Total | 1,298 | 1,206 | 1,341 | 1,231 | 1,402 |

Note: Students who are both SEEK and ESL (based on ESL course enrollment in the first term) are excluded. Counts for all years have been recalculated to exclude students who were no longer enrolled in the fall term after entry.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Number of ESL students (SEEK and regular)

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 | 69 | 129 | 119 | 128 | 113 |
| Brooklyn | 41 | 21 | 23 | 31 | 29 |
| City | 35 | 85 | 53 | 43 | 40 |
| Hunter | 51 | 41 | 27 | 17 | 21 |
| John Jay | --- | --- | --- | --- | 17 |
| Lehman | 13 | 30 | 40 | 16 | 18 |
| Queens | 45 | 46 | 47 | 58 | 44 |
| York | 43 | 33 | 36 | 28 | 40 |
| Senior College Total | 297 | 385 | 345 | 321 | 322 |
| Comprehensive | | | | | |
| John Jay | 4 | 5 | 4 | 17 | --- |
| Medgar Evers | --- | --- | --- | 1 | --- |
| NYCCT | 3 | 1 | --- | 2 | --- |
| Staten Island | --- | 1 | --- | 1 | 3 |
| Comprehensive College Total | 7 | 7 | 4 | 21 | 3 |
| University Total | 304 | 392 | 349 | 342 | 325 |

Note: ESL students are identified as those students enrolled in at least one ESL course in their first term at CUNY, including those in the SEEK program. Counts for all years have been recalculated to exclude students who were no longer enrolled two years after entry.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 77.5 | 86.6 | 92.0 | 95.0 | 88.7 |
| Medgar Evers | 82.6 | 82.2 | 82.2 | 87.0 | 88.4 |
| NYCCT | 96.0 | 94.5 | 94.5 | 96.6 | 94.3 |
| Staten Island | 95.4 | 93.8 | 92.9 | 94.2 | 93.8 |
| Comprehensive College Average | 90.0 | 90.5 | 91.0 | 93.9 | 92.2 |
| Community | | | | | |
| BMCC | 85.2 | 86.9 | 87.0 | 86.2 | 86.9 |
| Bronx | 80.4 | 81.0 | 81.8 | 81.4 | 81.2 |
| Hostos | 67.7 | 74.4 | 78.2 | 78.0 | 77.9 |
| Kingsborough | 78.5 | 76.8 | 77.0 | 76.3 | 73.1 |
| LaGuardia | 86.0 | 83.6 | 83.7 | 84.6 | 89.3 |
| Queensborough | 90.1 | 89.9 | 88.3 | 88.0 | 87.5 |
| Community College Average | 82.2 | 82.6 | 82.9 | 82.6 | 82.9 |
| University Average | 83.8 | 84.3 | 84.6 | 84.6 | 84.4 |

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.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 89.8 | 84.6 | 91.4 | 92.0 | 93.8 |
| Medgar Evers | 83.3 | 87.6 | 82.9 | 86.9 | 86.2 |
| NYCCT | 94.1 | 94.5 | 94.1 | 95.1 | 93.9 |
| Staten Island | 93.4 | 93.3 | 92.5 | 93.8 | 93.6 |
| Comprehensive College Average | 91.3 | 91.1 | 91.1 | 92.9 | 92.1 |
| Community | | | | | |
| BMCC | 80.8 | 82.2 | 82.9 | 82.5 | 80.2 |
| Bronx | 80.0 | 85.3 | 83.1 | 84.6 | 82.4 |
| Hostos | 75.1 | 81.3 | 83.8 | 81.4 | 75.7 |
| Kingsborough | 75.1 | 77.2 | 72.6 | 67.7 | 67.8 |
| LaGuardia | 77.3 | 80.8 | 78.9 | 79.3 | 85.3 |
| Queensborough | 84.8 | 84.9 | 84.5 | 88.3 | 86.6 |
| Community College Average | 79.2 | 81.9 | 80.5 | 79.9 | 79.6 |
| University Average | 81.9 | 83.8 | 82.7 | 82.3 | 81.8 |

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.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 71.1 | 71.3 | 69.1 | 77.5 | 73.8 |
| Medgar Evers | 64.5 | 62.8 | 63.4 | 68.8 | 75.3 |
| NYCCT | 92.6 | 92.8 | 90.7 | 92.2 | 88.2 |
| Staten Island | 92.2 | 89.9 | 89.5 | 84.6 | 86.5 |
| Comprehensive College Average | 82.5 | 81.2 | 80.2 | 82.7 | 83.1 |
| Community | | | | | |
| BMCC | 67.9 | 65.9 | 58.8 | 60.3 | 57.4 |
| Bronx | 53.7 | 48.5 | 40.0 | 40.9 | 42.0 |
| Hostos | 65.3 | 69.9 | 69.5 | 61.6 | 65.1 |
| Kingsborough | 59.9 | 55.2 | 49.7 | 43.9 | 40.7 |
| LaGuardia | 69.9 | 66.5 | 61.5 | 61.3 | 61.4 |
| Queensborough | 66.2 | 62.6 | 59.8 | 60.3 | 61.1 |
| Community College Average | 64.0 | 60.7 | 55.5 | 54.1 | 53.5 |
| University Average | 68.7 | 65.7 | 61.5 | 60.6 | 59.4 |

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 math. Through fall 2010, 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 fall 2011, students are considered math proficient if he or she passed the math test prior to the term or passed the last-in-sequence math course in spring 2011 (grade C or better). For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Average increase in basic skills reading test score after summer immersion

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 17.5 | 16.6* | 19.2* | 12.7* | 18.1* |
| Brooklyn | 11.2 | 13.5 | 13.9 | 12.0* | 6.2* |
| City | 13.8 | 13.8 | 14.1* | 13.2* | 10.2* |
| Hunter | 10.7* | 13.9* | 7.0* | 7.4* | 13.5* |
| John Jay | --- | --- | --- | --- | 14.2 |
| Lehman | 7.5 | 14.9 | 17.5* | 12.8* | 9.5* |
| Queens | 13.5 | 14.3 | 17.7 | 19.3 | 16.5 |
| York | 12.8 | 13.8 | 12.6 | 13.4 | 12.3 |
| Senior College Average | 12.3 | 14.3 | 14.7 | 13.9 | 13.0 |
| Comprehensive | | | | | |
| John Jay | 14.9 | 15.8 | 17.1 | 16.2 | --- |
| Medgar Evers | 9.0 | 14.8 | 13.6 | 14.8 | 10.6 |
| NYCCT | 10.6 | 11.2 | 10.4 | 12.9 | 12.3 |
| Staten Island | 15.1 | 17.3 | 15.8 | 17.8 | 12.8 |
| Comprehensive College Average | 13.1 | 14.5 | 14.3 | 15.1 | 12.2 |
| Community | | | | | |
| BMCC | 12.2 | 14.2 | 15.1 | 13.4 | 14.2 |
| Bronx | 11.4 | 7.5* | 8.5 | 10.9 | 12.8 |
| Hostos | 1.5* | 14.4* | 9.5* | 18.2* | 12.0 |
| Kingsborough | 13.4 | 11.8 | 12.8 | 10.6 | 10.1 |
| LaGuardia | 11.8 | 11.6 | 13.7 | 15.7 | 12.5 |
| Queensborough | 10.1 | 13.8 | 11.6 | 13.7 | 15.8 |
| Community College Average | 11.7 | 12.7 | 12.8 | 12.9 | 12.9 |
| University Average | 12.5 | 14.1 | 13.8 | 13.8 | 12.7 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in reading with the initial attempt of the reading test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the average difference in students' initial score on the basic skills reading test and the last reading test taken prior to the fall term of entry.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

New Methodology

Average increase in basic skills writing (essay) test score after summer immersion

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 1.9 | 1.7 | 1.8 | 2.1* | 13.4* |
| Brooklyn | 1.4 | 1.6 | 1.6 | 2.2* | 3.3* |
| City | 1.6 | 1.5 | 1.4 | 1.4 | 8.3* |
| Hunter | 0.9 | 1.5 | 0.9* | 1.5* | 2.3* |
| John Jay | --- | --- | --- | --- | 11.0 |
| Lehman | 1.6 | 1.6 | 1.6 | 1.6 | 8.0 |
| Queens | 1.8 | 1.9 | 1.8 | 2.1 | 11.5 |
| York | 1.6 | 1.7 | 1.5 | 1.5 | 12.1 |
| Senior College Average | 1.6 | 1.7 | 1.6 | 1.7 | 10.2 |
| Comprehensive | | | | | |
| John Jay | 1.5 | 1.9 | 1.5 | 1.7 | --- |
| Medgar Evers | 1.1 | 1.4* | 1.2 | 1.1 | 8.5 |
| NYCCT | 1.0 | 1.0 | 1.1 | 0.8 | 8.8 |
| Staten Island | 1.4 | 1.4 | 1.4 | 1.5 | 6.6 |
| Comprehensive College Average | 1.3 | 1.3 | 1.3 | 1.2 | 8.0 |
| Community | | | | | |
| BMCC | 1.1 | 1.2 | 1.3 | 1.0 | 7.1 |
| Bronx | 1.1 | 1.3 | 1.3 | 1.1 | 3.5 |
| Hostos | 1.1* | 1.2* | 0.8* | 0.8 | 3.8 |
| Kingsborough | 1.3 | 1.1 | 1.1 | 0.9 | 8.0 |
| LaGuardia | 1.7 | 1.3 | 1.5 | 1.5 | 8.5* |
| Queensborough | 1.4 | 1.3 | 1.3 | 1.4 | 8.7 |
| Community College Average | 1.3 | 1.2 | 1.3 | 1.2 | 6.6 |
| University Average | 1.4 | 1.4 | 1.3 | 1.3 | 7.9 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in writing with the initial attempt of the essay test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the average difference in students' initial score on the basic skills essay test and the last essay test taken prior to the fall term of entry. Average increases for summer 2011 reflect changes from previous years in test forms used, score ranges, and populations retaking the writing essay. Percentages for summer 2011 reflect the use of the CAT-W test for retesting whereas summer 2010 reflects use of the COMPASS Writing test for retesting. CAT-W test scores ranged from 0 to 96, whereas COMPASS Writing test scores ranged from 0 to 12. The population retesting in summer 2011 was smaller than those who retested in summer 2010. Therefore average increases in test scores for summer 2011 are not comparable to previous years.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Average increase in basic skills COMPASS Math 1 (pre-algebra) test score after summer immersion

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 23.0* | 34.5* | 29.0* | --- | 20.0* |
| Brooklyn | 17.0 | 17.7 | 22.8 | 26.2 | 27.0 |
| City | 13.4 | 19.9 | 19.7 | 17.7 | 20.9* |
| Hunter | 14.5* | 20.0* | 8.5* | --- | --- |
| John Jay | --- | --- | --- | --- | 21.4 |
| Lehman | 12.3 | 10.4 | 22.2 | 22.3 | 23.3 |
| Queens | 15.1* | 16.8* | 30.4* | 37.8* | 45.7* |
| York | 12.5 | 14.7 | 16.5 | 15.0 | 20.6 |
| Senior College Average | 13.3 | 14.9 | 20.3 | 19.5 | 22.5 |
| Comprehensive | | | | | |
| John Jay | 13.4 | 14.1 | 20.1 | 17.6 | --- |
| Medgar Evers | 15.4 | 24.3 | 31.6 | 33.8 | 30.8 |
| NYCCT | 18.6 | 15.5 | 17.9 | 18.5 | 18.2 |
| Staten Island | 13.1 | 17.2 | 16.2 | 14.8 | 18.7 |
| Comprehensive College Average | 14.4 | 16.8 | 19.0 | 18.3 | 20.4 |
| Community | | | | | |
| BMCC | 17.2 | 15.3 | 19.7 | 19.4 | 16.0 |
| Bronx | 3.4* | 13.0* | 7.9 | 7.4 | 5.1 |
| Hostos | 8.4* | 12.5* | 11.8* | 12.1* | 17.5 |
| Kingsborough | 13.7 | 11.3 | 16.9 | 10.8 | 17.7 |
| LaGuardia | 24.2 | 23.0 | 24.2 | 20.4 | 20.3 |
| Queensborough | 11.0* | 12.5* | 22.2 | 16.9 | 18.2 |
| Community College Average | 16.1 | 15.6 | 18.3 | 15.0 | 16.9 |
| University Average | 14.3 | 15.8 | 19.2 | 17.5 | 19.7 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in pre-algebra with the initial attempt of the COMPASS Math 1 test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the average difference in students' initial score on the COMPASS Math 1 test and the last COMPASS Math 1 test taken prior to the fall term of entry.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

University Target: 3.2 Colleges will improve basic skills and ESL outcomes.

Average increase in basic skills COMPASS Math 2 (algebra) test score after summer immersion

| | <u>Summer 2007</u> | <u>Summer 2008</u> | <u>Summer 2009</u> | <u>Summer 2010</u> | <u>Summer 2011</u> |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|
| Senior | | | | | |
| Baruch | 8.0* | 22.3* | 15.6* | 27.3* | 9.3* |
| Brooklyn | 25.2 | 26.8 | 31.6 | 31.4 | 18.4 |
| City | 12.3 | 17.9 | 18.5 | 13.8 | 15.6 |
| Hunter | 19.5* | 18.6* | 15.0* | 27.4* | 2.0* |
| John Jay | --- | --- | --- | --- | 23.9 |
| Lehman | 11.0 | 12.3 | 22.5 | 25.5 | 26.2 |
| Queens | 19.8 | 22.4 | 30.5 | 36.9* | 44.0 |
| York | 14.4 | 14.3 | 16.5 | 20.2 | 24.4 |
| Senior College Average | 14.7 | 16.8 | 22.0 | 23.1 | 23.9 |
| Comprehensive | | | | | |
| John Jay | 10.5 | 11.4 | 15.8 | 18.4 | --- |
| Medgar Evers | 20.8* | 29.1 | 35.0 | 44.1 | 44.6 |
| NYCCT | 16.5 | 19.1 | 19.2 | 17.4 | 18.2 |
| Staten Island | 14.0 | 19.9 | 15.6 | 14.7 | 21.2 |
| Comprehensive College Average | 13.6 | 17.8 | 17.9 | 18.3 | 22.7 |
| Community | | | | | |
| BMCC | 17.1 | 19.7 | 25.8 | 27.1 | 19.8 |
| Bronx | 8.5 | 9.4* | 8.7 | 16.6* | 4.6 |
| Hostos | 9.9* | 19.1* | 22.8* | 20.2* | 12.6 |
| Kingsborough | 11.8 | 17.3 | 14.5 | 12.6 | 18.5 |
| LaGuardia | 21.5 | 22.4 | 20.4 | 23.2 | 21.6 |
| Queensborough | 13.8 | 18.1* | 20.1 | 18.7 | 20.4 |
| Community College Average | 14.9 | 19.0 | 19.3 | 20.4 | 18.5 |
| University Average | 14.3 | 17.6 | 19.4 | 20.0 | 21.8 |

Note: This indicator is based on admitted first-time freshmen who did not meet the basic skills requirement in algebra with the initial attempt of the COMPASS Math 2 test and who re-tested during the summer. The college at which the student took the summer re-test is credited with the gain. The indicator reflects the average difference in students' initial score on the COMPASS Math 2 test and the last COMPASS Math 2 test taken prior to the fall term of entry. The population retesting in summer 2011 was substantially larger than those who retested in summer 2010.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

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

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

Percentage of students passing freshman composition and gateway mathematics courses with a C or better

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 79.5 | 80.2 | 76.8 | 76.8 | 74.2 |
| Brooklyn | 78.2 | 78.2 | 79.6 | 81.6 | 81.7 |
| City | 82.0 | 83.2 | 82.9 | 81.6 | 84.8 |
| Hunter | 87.5 | 81.6 | 87.9 | 89.0 | 89.4 |
| John Jay | --- | --- | --- | --- | 72.3 |
| Lehman | 82.1 | 78.9 | 80.3 | 80.3 | 86.5 |
| Queens | 85.3 | 87.9 | 84.8 | 88.3 | 85.3 |
| York | 72.9 | 76.4 | 77.7 | 80.1 | 80.6 |
| Senior College Average | 81.5 | 80.9 | 81.6 | 82.6 | 89.4 |
| Comprehensive | | | | | |
| John Jay | 69.0 | 72.0 | 71.0 | 73.0 | --- |
| Medgar Evers | 70.1 | 70.5 | 72.6 | 70.1 | 72.8 |
| NYCCT | 68.6 | 68.7 | 72.2 | 69.1 | 73.9 |
| Staten Island | 85.8 | 84.8 | 82.7 | 84.8 | 85.1 |
| Comprehensive College Average | 72.6 | 73.6 | 74.2 | 73.8 | 77.1 |
| Community | | | | | |
| BMCC | 79.1 | 76.7 | 77.4 | 79.3 | 79.6 |
| Bronx | 75.4 | 78.7 | 73.0 | 75.4 | 78.6 |
| Hostos | 75.8 | 80.1 | 78.3 | 78.7 | 80.3 |
| Kingsborough | 83.3 | 84.7 | 84.8 | 83.1 | 82.9 |
| LaGuardia | 73.7 | 74.2 | 72.2 | 73.2 | 73.6 |
| Queensborough | 79.2 | 78.3 | 76.7 | 77.0 | 75.7 |
| Community College Average | 78.2 | 78.2 | 77.2 | 77.9 | 78.3 |
| University Average | 77.3 | 77.5 | 77.3 | 77.7 | 78.6 |

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

University Performance Management Process 2011-12 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</u> <u>Class of Fall</u> <u>2006</u> | <u>Entering</u> <u>Class of Fall</u> <u>2007</u> | <u>Entering</u> <u>Class of Fall</u> <u>2008</u> | <u>Entering</u> <u>Class of Fall</u> <u>2009</u> | <u>Entering</u> <u>Class of Fall</u> <u>2010</u> |
|--------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Comprehensive | | | | | |
| John Jay | 68.2 | 68.2 | 71.5 | 71.7 | --- |
| Medgar Evers | 53.7 | 55.6 | 59.4 | 58.1 | 62.0 |
| NYCCT | 67.7 | 66.7 | 66.9 | 68.3 | 69.4 |
| Staten Island | 70.4 | 70.7 | 71.5 | 70.8 | 72.8 |
| Comprehensive College Average | 67.2 | 67.2 | 68.1 | 67.9 | 69.1 |
| Community | | | | | |
| BMCC | 61.9 | 63.4 | 63.3 | 67.0 | 65.2 |
| Bronx | 63.8 | 62.9 | 66.6 | 61.5 | 59.7 |
| Hostos | 60.2 | 62.9 | 58.4 | 64.2 | 65.0 |
| Kingsborough | 68.2 | 69.1 | 73.1 | 71.2 | 68.2 |
| LaGuardia | 66.9 | 66.8 | 67.4 | 70.0 | 69.4 |
| Queensborough | 68.3 | 72.2 | 73.5 | 72.9 | 73.9 |
| Community College Average | 65.3 | 66.5 | 67.5 | 68.7 | 67.5 |
| University Average | 66.0 | 66.8 | 67.7 | 68.4 | 67.9 |

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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Associate Programs

| | <u>Entering Class of Fall 2001</u> | <u>Entering Class of Fall 2002</u> | <u>Entering Class of Fall 2003</u> | <u>Entering Class of Fall 2004</u> | <u>Entering Class of Fall 2005</u> |
|--------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
| Comprehensive | | | | | |
| John Jay | 30.5 | 28.9 | 30.8 | 29.6 | 29.7 |
| Medgar Evers | 20.7 | 20.0 | 24.9 | 21.6 | 18.9 |
| NYCCT | 25.8 | 26.0 | 29.8 | 28.6 | 31.3 |
| Staten Island | 31.7 | 30.5 | 27.9 | 31.4 | 33.9 |
| Comprehensive College Average | 27.8 | 27.5 | 28.9 | 29.0 | 30.2 |
| Community | | | | | |
| BMCC | 27.6 | 26.6 | 27.5 | 25.7 | 27.1 |
| Bronx | 22.3 | 23.7 | 22.7 | 22.2 | 22.1 |
| Hostos | 22.2 | 20.9 | 24.1 | 25.5 | 24.6 |
| Kingsborough | 32.0 | 38.8 | 38.7 | 36.3 | 37.1 |
| LaGuardia | 30.2 | 28.2 | 27.7 | 28.2 | 29.5 |
| Queensborough | 29.0 | 30.7 | 28.8 | 28.1 | 30.6 |
| Community College Average | 28.4 | 29.2 | 28.9 | 28.0 | 29.3 |
| University Average | 28.2 | 28.6 | 28.9 | 28.4 | 29.6 |

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 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 2011-12 Year-End Report

Goal: Improve Student Success

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

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

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

Associate Programs

| | <u>Entering</u> <u>Class of Fall</u> <u>2001</u> | <u>Entering</u> <u>Class of Fall</u> <u>2002</u> | <u>Entering</u> <u>Class of Fall</u> <u>2003</u> | <u>Entering</u> <u>Class of Fall</u> <u>2004</u> | <u>Entering</u> <u>Class of Fall</u> <u>2005</u> |
|--------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| Comprehensive | | | | | |
| John Jay | 13.5 | 12.7 | 15.8 | 13.1 | 11.6 |
| Medgar Evers | 10.8 | 14.6 | 11.9 | 14.6 | 10.2 |
| NYCCT | 12.4 | 12.7 | 10.9 | 10.1 | 8.5 |
| Staten Island | 13.3 | 14.5 | 12.5 | 12.0 | 10.2 |
| Comprehensive College Average | 12.7 | 13.4 | 12.8 | 11.9 | 10.0 |
| Community | | | | | |
| BMCC | 11.9 | 14.2 | 12.5 | 13.9 | 10.7 |
| Bronx | 14.3 | 13.2 | 13.1 | 13.4 | 11.3 |
| Hostos | 8.9 | 11.9 | 8.7 | 9.7 | 11.1 |
| Kingsborough | 12.1 | 10.4 | 10.6 | 9.9 | 7.9 |
| LaGuardia | 9.6 | 10.1 | 11.1 | 10.1 | 8.5 |
| Queensborough | 14.3 | 14.2 | 14.2 | 11.8 | 12.7 |
| Community College Average | 12.1 | 12.5 | 12.1 | 11.8 | 10.3 |
| University Average | 12.3 | 12.8 | 12.3 | 11.8 | 10.2 |

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

University Performance Management Process 2011-12 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>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 519 | 475 | 491 | 483 | 418 |
| City | 544 | 481 | 618 | 476 | 488 |
| Hunter | 426 | 419 | 436 | 528 | 767 |
| Lehman | 536 | 521 | 495 | 521 | 290 |
| Queens | 526 | 807 | 890 | 746 | 661 |
| York | 15 | 22 | 26 | 22 | 37 |
| Senior College Total | 2,566 | 2,725 | 2,956 | 2,776 | 2,661 |
| Comprehensive | | | | | |
| Medgar Evers | 8 | 12 | 15 | 14 | 11 |
| NYCCT | 5 | 0 | 0 | 5 | 4 |
| Staten Island | 304 | 236 | 223 | 217 | 237 |
| Comprehensive College Total | 317 | 248 | 238 | 236 | 252 |
| University Total | 2,883 | 2,973 | 3,194 | 3,012 | 2,913 |

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

2011-12 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 LAST teacher certification exam

| | <u>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 406 | 398 | 405 | 392 | 375 |
| City | 345 | 295 | 355 | 184 | 233 |
| Hunter | 394 | 361 | 335 | 396 | 537 |
| Lehman | 397 | 373 | 341 | 298 | 237 |
| Queens | 392 | 698 | 789 | 680 | 595 |
| York | 16 | 22 | 27 | 23 | 39 |
| Senior College Total | 1,950 | 2,147 | 2,252 | 1,973 | 2,016 |
| Comprehensive | | | | | |
| Medgar Evers | 8 | 12 | 15 | 14 | 12 |
| NYCCT | 5 | 2 | 9 | 5 | 4 |
| Staten Island | 259 | 225 | 213 | 215 | 235 |
| Comprehensive College Total | 272 | 239 | 237 | 234 | 251 |
| University Total | 2,222 | 2,386 | 2,489 | 2,207 | 2,267 |

University Performance Management Process

2011-12 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 ATS-W teacher certification exam

| | <u>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 409 | 402 | 403 | 397 | 357 |
| City | 315 | 266 | 330 | 180 | 239 |
| Hunter | 399 | 383 | 351 | 428 | 560 |
| Lehman | 411 | 374 | 332 | 299 | 244 |
| Queens | 392 | 704 | 805 | 712 | 602 |
| York | 15 | 23 | 26 | 24 | 38 |
| Senior College Total | 1,941 | 2,152 | 2,247 | 2,040 | 2,040 |
| Comprehensive | | | | | |
| Medgar Evers | 8 | 12 | 16 | 13 | 13 |
| NYCCT | 15 | 15 | 23 | 18 | 10 |
| Staten Island | 264 | 223 | 221 | 214 | 236 |
| Comprehensive College Total | 287 | 250 | 260 | 245 | 259 |
| University Total | 2,228 | 2,402 | 2,507 | 2,285 | 2,299 |

University Performance Management Process

2011-12 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>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Brooklyn | 320 | 402 | 433 | 451 | 407 |
| City | 288 | 330 | 425 | 251 | 321 |
| Hunter | 382 | 451 | 416 | 530 | 641 |
| Lehman | 342 | 434 | 412 | 400 | 354 |
| Queens | 347 | 837 | 945 | 829 | 690 |
| York | 10 | 22 | 27 | 23 | 34 |
| Senior College Total | 1,689 | 2,476 | 2,658 | 2,484 | 2,447 |
| Comprehensive | | | | | |
| Medgar Evers | 9 | 22 | 28 | 28 | 23 |
| NYCCT | 5 | 2 | 9 | 5 | 4 |
| Staten Island | 298 | 240 | 254 | 218 | 283 |
| Comprehensive College Total | 312 | 264 | 291 | 251 | 310 |
| University Total | 2,001 | 2,740 | 2,949 | 2,735 | 2,757 |

University Performance Management Process 2011-12 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>2007</u> | <u>2008</u> | <u>2009</u> | <u>2010</u> | <u>2011</u> |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Senior | | | | | |
| Hunter | 76 | 74 | 102 | 101 | 99 |
| Lehman | 100 | 96 | 65 | 41 | 80 |
| Senior College Total | 176 | 170 | 167 | 142 | 179 |
| Comprehensive | | | | | |
| Medgar Evers | 18 | 14 | 27 | 35 | 46 |
| NYCCT | 85 | 107 | 106 | 83 | 94 |
| Staten Island | 132 | 152 | 124 | 98 | 141 |
| Comprehensive College Total | 235 | 273 | 257 | 216 | 281 |
| Community | | | | | |
| BMCC | 200 | 205 | 173 | 162 | 184 |
| Bronx | 108 | 50 | 59 | 32 | 39 |
| Hostos | 25 | 26 | 37 | 57 | 47 |
| Kingsborough | 122 | 119 | 132 | 132 | 155 |
| LaGuardia | 79 | 129 | 126 | 134 | 169 |
| Queensborough | 138 | 142 | 133 | 129 | 132 |
| Community College Total | 672 | 671 | 660 | 646 | 726 |
| | | | | | |
| University Total | 1,083 | 1,114 | 1,084 | 1,004 | 1,186 |

University Performance Management Process

2011-12 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>2006-07</u> | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Hunter | 73 | 76 | 102 | 89 | 98 |
| Lehman | 109 | 105 | 67 | 34 | 77 |
| Senior College Total | 182 | 181 | 169 | 123 | 175 |
| Comprehensive | | | | | |
| Medgar Evers | 18 | 14 | 28 | 34 | 48 |
| NYCCT | 84 | 108 | 107 | 80 | 95 |
| Staten Island | 135 | 151 | 127 | 101 | 143 |
| Comprehensive College Total | 237 | 273 | 262 | 215 | 286 |
| Community | | | | | |
| BMCC | 201 | 211 | 175 | 169 | 187 |
| Bronx | 112 | 44 | 55 | 35 | 40 |
| Hostos | 26 | 31 | 39 | 58 | 39 |
| Kingsborough | 119 | 120 | 138 | 131 | 159 |
| LaGuardia | 80 | 125 | 132 | 143 | 171 |
| Queensborough | 142 | 139 | 137 | 132 | 136 |
| Community College Total | 680 | 670 | 676 | 668 | 732 |
| University Total | 1,099 | 1,124 | 1,107 | 1,006 | 1,193 |

University Performance Management Process 2011-12 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>2006-07</u> <u>Graduates</u> | <u>2007-08</u> <u>Graduates</u> | <u>2008-09</u> <u>Graduates</u> | <u>2009-10</u> <u>Graduates</u> | <u>2010-11</u> <u>Graduates</u> |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Senior | | | | | |
| Hunter | 26 | 38 | 34 | 60 | 77 |
| Lehman | 21 | 48 | 79 | 104 | 98 |
| York | 21 | 24 | 26 | 34 | 34 |
| Senior College Total | 68 | 110 | 139 | 198 | 209 |
| Comprehensive | | | | | |
| Medgar Evers | 17 | 33 | 22 | 31 | 43 |
| NYCCT | 0 | 15 | 15 | 45 | 81 |
| Staten Island | 36 | 36 | 40 | 37 | 42 |
| Comprehensive College Total | 53 | 84 | 77 | 113 | 166 |
| University Total | 121 | 194 | 216 | 311 | 375 |

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

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

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

| | <u>2005-06</u> <u>Graduates</u> | <u>2006-07</u> <u>Graduates</u> | <u>2007-08</u> <u>Graduates</u> | <u>2008-09</u> <u>Graduates</u> | <u>2009-10</u> <u>Graduates</u> |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Comprehensive | | | | | |
| John Jay | 69.8 | 65.9 | 65.4 | 68.4 | 71.4 |
| Medgar Evers | 56.8* | 63.9 | 63.3 | 76.1 | 61.4 |
| NYCCT | 53.1 | 58.1 | 51.5 | 62.3 | 66.9 |
| Staten Island | 40.8 | 38.5 | 46.8 | 38.5* | 77.8 |
| Comprehensive College Average | 53.7 | 56.2 | 53.6 | 62.5 | 68.1 |
| Community | | | | | |
| BMCC | 52.6 | 61.0 | 62.8 | 66.8 | 74.4 |
| Bronx | 44.6 | 53.2 | 51.2 | 52.4 | 59.8 |
| Hostos | 37.3 | 51.3 | 42.2 | 61.8 | 65.4 |
| Kingsborough | 52.1 | 55.9 | 62.8 | 70.1 | 69.8 |
| LaGuardia | 43.7 | 62.2 | 57.0 | 56.5 | 63.4 |
| Queensborough | 44.8 | 58.9 | 60.0 | 46.3 | 69.0 |
| Community College Average | 46.7 | 57.8 | 57.6 | 58.0 | 66.9 |
| University Average | 48.0 | 57.5 | 56.8 | 58.8 | 67.1 |

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

*Based on fewer than 25 students.

University Performance Management Process 2011-12 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

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

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

| | <u>2005-06</u> <u>Graduates</u> | <u>2006-07</u> <u>Graduates</u> | <u>2007-08</u> <u>Graduates</u> | <u>2008-09</u> <u>Graduates</u> | <u>2009-10</u> <u>Graduates</u> |
|--------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Comprehensive | | | | | |
| John Jay | 96.8 | 97.6 | 98.1 | 92.9 | 87.8 |
| Medgar Evers | 97.3 | 100.0 | 95.8 | 94.4 | 87.7 |
| NYCCT | 94.1 | 98.6 | 94.6 | 92.7 | 89.7 |
| Staten Island | 94.7 | 92.4 | 98.8 | 77.6 | 89.1 |
| Comprehensive College Average | 95.0 | 97.4 | 96.2 | 90.9 | 89.0 |
| Community | | | | | |
| BMCC | 94.7 | 95.4 | 93.9 | 92.0 | 94.0 |
| Bronx | 92.5 | 96.7 | 90.7 | 88.5 | 91.1 |
| Hostos | 95.8 | 98.7 | 91.6 | 95.4 | 92.4 |
| Kingsborough | 90.7 | 95.2 | 95.5 | 94.1 | 90.2 |
| LaGuardia | 96.4 | 97.0 | 95.8 | 90.4 | 89.0 |
| Queensborough | 95.2 | 97.7 | 93.8 | 87.8 | 91.8 |
| Community College Average | 94.3 | 96.6 | 93.8 | 90.6 | 91.4 |
| University Average | 94.5 | 96.8 | 94.2 | 90.7 | 90.9 |

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

University Performance Management Process 2011-12 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 established enrollment targets for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

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

| | <u>Fall 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 1139 | 1156 | 1183 | 1218 | 1210 |
| Brooklyn | 1058 | 1053 | 1106 | 1113 | 1134 |
| City | 1009 | 1032 | 1049 | 1076 | 1083 |
| Hunter | 1096 | 1106 | 1138 | 1155 | 1151 |
| John Jay | --- | --- | --- | --- | 954 |
| Lehman | 906 | 925 | 989 | 1017 | 1011 |
| Queens | 1039 | 1067 | 1089 | 1117 | 1116 |
| York | 852 | 867 | 901 | 908 | 903 |
| Senior College Average | 1043 | 1055 | 1087 | 1103 | 1086 |
| Comprehensive | | | | | |
| John Jay | 934 | 944 | 943 | 942 | --- |
| Medgar Evers | 855 | 875 | 889 | 856 | 849 |
| NYCCT | 921 | 909 | 906 | 928 | 958 |
| Staten Island | 1016 | 1009 | 1007 | 1010 | 1013 |
| Comprehensive College Average | 951 | 957 | 959 | 958 | 999 |
| University Average | 1027 | 1037 | 1060 | 1066 | 1078 |

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.

University Performance Management Process 2011-12 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 400 | 373 | 412 | 495 | 616 |
| Brooklyn | 473 | 501 | 516 | 470 | 568 |
| City | 309 | 355 | 403 | 343 | 475 |
| Hunter | 374 | 349 | 369 | 391 | 474 |
| John Jay | --- | --- | --- | --- | 526 |
| Lehman | 301 | 312 | 305 | 317 | 381 |
| Queens | 451 | 492 | 615 | 535 | 484 |
| York | 185 | 178 | 210 | 200 | 293 |
| Senior College Total | 2,493 | 2,560 | 2,830 | 2,751 | 3,817 |
| Comprehensive | | | | | |
| John Jay | 155 | 337 | 338 | 500 | --- |
| Medgar Evers | 32 | 56 | 42 | 30 | 36 |
| NYCCT | 57 | 69 | 62 | 96 | 109 |
| Staten Island | 377 | 538 | 584 | 643 | 365 |
| Comprehensive College Total | 621 | 1,000 | 1,026 | 1,269 | 510 |
| University Total | 3,114 | 3,560 | 3,856 | 4,020 | 4,327 |

Note: Includes students who transferred with or without an associate degree.

University Performance Management Process 2011-12 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Senior | | | | | |
| Baruch | 189 | 168 | 183 | 218 | 218 |
| Brooklyn | 231 | 201 | 247 | 183 | 243 |
| City | 92 | 72 | 111 | 102 | 84 |
| Hunter | 82 | 97 | 92 | 127 | 95 |
| John Jay | --- | --- | --- | --- | 79 |
| Lehman | 121 | 142 | 138 | 146 | 218 |
| Queens | 111 | 129 | 157 | 116 | 146 |
| York | 50 | 51 | 79 | 58 | 76 |
| Senior College Total | 876 | 860 | 1,007 | 950 | 1,159 |
| Comprehensive | | | | | |
| John Jay | 66 | 66 | 86 | 75 | --- |
| Medgar Evers | 33 | 25 | 20 | 10 | 18 |
| NYCCT | 76 | 100 | 110 | 118 | 134 |
| Staten Island | 178 | 399 | 252 | 352 | 342 |
| Comprehensive College Total | 353 | 590 | 468 | 555 | 494 |
| University Total | 1,229 | 1,450 | 1,475 | 1,505 | 1,653 |

Note: Includes students who transferred with or without an associate degree.

University Performance Management Process 2011-12 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>2006-07</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2007-08</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2008-09</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2009-10</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2010-11</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> |
|--------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Comprehensive | | | | | |
| John Jay | 60.7 | 62.9 | 58.7 | 65.9 | 61.2 |
| Medgar Evers | 58.9 | 54.5 | 59.1 | 62.5 | 59.8 |
| NYCCT | 38.7 | 41.0 | 47.3 | 51.8 | 56.3 |
| Staten Island | 61.0 | 56.4 | 60.2 | 66.8 | 64.3 |
| Comprehensive College Average | 58.5 | 55.7 | 58.2 | 63.6 | 61.0 |
| Community | | | | | |
| BMCC | 46.6 | 47.5 | 51.2 | 51.0 | 47.7 |
| Bronx | 49.6 | 45.9 | 49.2 | 50.3 | 50.1 |
| Hostos | 46.6 | 41.6 | 46.3 | 46.3 | 54.5 |
| Kingsborough | 45.0 | 48.5 | 45.8 | 46.4 | 47.8 |
| LaGuardia | 46.3 | 47.5 | 50.7 | 50.1 | 49.5 |
| Queensborough | 51.8 | 56.5 | 58.0 | 57.4 | 54.9 |
| Community College Average | 47.3 | 48.8 | 50.5 | 50.6 | 49.7 |
| University Average | 49.2 | 50.1 | 51.8 | 52.7 | 51.3 |

Note: Transfers are those who enrolled in a baccalaureate program in the fall following graduation. For example, to be counted as a transfer, a 2009-10 graduate must enroll in a baccalaureate program in fall 2010.

University Performance Management Process 2011-12 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>2006-07</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2007-08</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2008-09</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2009-10</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> | <u>2010-11</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u> |
|--------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Comprehensive | | | | | |
| Medgar Evers | 16.7* | 56.5* | 43.8 | 34.0 | 13.6 |
| NYCCT | 39.3 | 39.4 | 44.0 | 44.5 | 49.4 |
| Staten Island | 41.3 | 49.0 | 49.1 | 54.2 | 60.6 |
| Comprehensive College Average | 39.4 | 42.6 | 45.2 | 45.9 | 50.0 |
| Community | | | | | |
| BMCC | 28.1 | 25.4 | 30.5 | 35.5 | 30.0 |
| Bronx | 22.3 | 23.8 | 25.0 | 24.9 | 32.2 |
| Hostos | 20.8 | 19.4 | 26.5 | 29.8 | 31.6 |
| Kingsborough | 30.6 | 32.5 | 35.5 | 36.8 | 37.2 |
| LaGuardia | 27.7 | 25.5 | 28.6 | 23.8 | 32.1 |
| Queensborough | 17.9 | 20.6 | 21.5 | 23.6 | 27.1 |
| Community College Average | 26.1 | 26.0 | 29.4 | 30.3 | 32.1 |
| University Average | 29.7 | 30.5 | 33.4 | 34.1 | 36.7 |

Note: Transfers are those who enrolled in a baccalaureate program in the fall following graduation. For example, to be counted as a transfer, a 2009-10 graduate must enroll in a baccalaureate program in fall 2010.

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| John Jay | 2.41 | 2.40 | 2.55 | 2.52 | 2.45 |
| Medgar Evers | 2.70 | 1.97 | 2.14* | 2.35 | 2.57 |
| NYCCT | 2.30 | 2.43* | 2.12* | 2.86 | 2.60 |
| Staten Island | 2.72 | 2.52 | 2.47 | 2.54 | 2.49 |
| Comprehensive College Average | 2.64 | 2.46 | 2.47 | 2.54 | 2.52 |
| Community | | | | | |
| BMCC | 2.56 | 2.61 | 2.62 | 2.70 | 2.62 |
| Bronx | 2.54 | 2.73 | 2.66 | 2.72 | 2.73 |
| Hostos | 2.69 | 2.48 | 2.55 | 2.61 | 2.60 |
| Kingsborough | 2.49 | 2.59 | 2.64 | 2.69 | 2.62 |
| LaGuardia | 2.57 | 2.70 | 2.72 | 2.64 | 2.68 |
| Queensborough | 2.45 | 2.55 | 2.49 | 2.59 | 2.63 |
| Community College Average | 2.53 | 2.61 | 2.61 | 2.66 | 2.64 |
| University Average | 2.55 | 2.58 | 2.58 | 2.63 | 2.62 |

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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 2007</u> | <u>Fall 2008</u> | <u>Fall 2009</u> | <u>Fall 2010</u> | <u>Fall 2011</u> |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Comprehensive | | | | | |
| Medgar Evers | 2.43* | 2.67* | 3.41* | 3.02* | 3.10* |
| NYCCT | 2.52 | 2.49 | 2.51 | 2.54 | 2.70 |
| Staten Island | 2.83 | 2.60 | 2.62 | 2.64 | 2.73 |
| Comprehensive College Average | 2.74 | 2.59 | 2.61 | 2.63 | 2.73 |
| Community | | | | | |
| BMCC | 2.68 | 2.78 | 2.79 | 2.69 | 2.61 |
| Bronx | 2.68 | 2.76 | 2.79 | 2.85 | 2.88 |
| Hostos | 2.45 | 2.81 | 2.77 | 2.95 | 2.69 |
| Kingsborough | 2.32 | 2.56 | 2.54 | 2.75 | 2.63 |
| LaGuardia | 2.65 | 2.74 | 2.68 | 2.72 | 2.77 |
| Queensborough | 2.59 | 2.53 | 2.57 | 2.60 | 2.69 |
| Community College Average | 2.55 | 2.69 | 2.67 | 2.74 | 2.69 |
| University Average | 2.59 | 2.66 | 2.66 | 2.71 | 2.70 |

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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 2006</u> <u>Transfers</u> | <u>Fall 2007</u> <u>Transfers</u> | <u>Fall 2008</u> <u>Transfers</u> | <u>Fall 2009</u> <u>Transfers</u> | <u>Fall 2010</u> <u>Transfers</u> |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Comprehensive | | | | | |
| John Jay | 79.8 | 82.5 | 81.7 | 86.9 | 81.5 |
| Medgar Evers | 77.8 | 88.9 | 78.6 | 58.8* | 76.3 |
| NYCCT | 77.8 | 73.3 | 79.2* | 78.9* | 89.7 |
| Staten Island | 77.1 | 80.2 | 76.3 | 71.5 | 72.2 |
| Comprehensive College Average | 78.1 | 80.7 | 78.0 | 75.2 | 75.3 |
| Community | | | | | |
| BMCC | 78.4 | 76.8 | 79.2 | 78.3 | 82.7 |
| Bronx | 78.9 | 76.6 | 81.3 | 79.4 | 82.0 |
| Hostos | 78.2 | 71.9 | 64.8 | 75.0 | 78.9 |
| Kingsborough | 71.0 | 73.4 | 75.7 | 79.0 | 80.2 |
| LaGuardia | 81.4 | 80.2 | 79.7 | 82.9 | 79.8 |
| Queensborough | 79.5 | 77.9 | 79.1 | 82.8 | 82.2 |
| Community College Average | 77.7 | 76.8 | 78.3 | 80.2 | 81.4 |
| University Average | 77.8 | 77.6 | 78.2 | 79.1 | 79.9 |

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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 2006</u> <u>Transfers</u> | <u>Fall 2007</u> <u>Transfers</u> | <u>Fall 2008</u> <u>Transfers</u> | <u>Fall 2009</u> <u>Transfers</u> | <u>Fall 2010</u> <u>Transfers</u> |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Comprehensive | | | | | |
| Medgar Evers | 45.5* | 41.7* | 60.0* | 50.0* | 100.0* |
| NYCCT | 64.9 | 72.2 | 76.9 | 89.7 | 73.4 |
| Staten Island | 80.0 | 79.9 | 81.4 | 78.2 | 71.5 |
| Comprehensive College Average | 73.6 | 76.3 | 80.7 | 79.8 | 72.2 |
| Community | | | | | |
| BMCC | 78.2 | 77.4 | 77.5 | 79.3 | 80.4 |
| Bronx | 75.9 | 73.5 | 72.2 | 79.3 | 77.5 |
| Hostos | 63.2* | 64.3 | 76.5 | 73.2 | 73.6 |
| Kingsborough | 71.6 | 72.5 | 80.3 | 80.9 | 85.9 |
| LaGuardia | 80.8 | 77.8 | 81.3 | 71.6 | 84.5 |
| Queensborough | 70.3 | 73.7 | 76.5 | 74.3 | 77.8 |
| Community College Average | 75.1 | 74.5 | 78.2 | 77.1 | 81.3 |
| University Average | 74.9 | 74.9 | 79.0 | 77.7 | 78.8 |

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

*Based on fewer than 25 students.

University Performance Management Process 2011-12 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, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.

College Now enrollment in college credit courses

| | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> | <u>2011-12</u> <u>(estimated)</u> |
|------------------------------------|----------------|----------------|----------------|----------------|--------------------------------------|
| Senior | | | | | |
| Baruch | 392 | 453 | 485 | 392 | 524 |
| Brooklyn | 193 | 268 | 272 | 313 | 330 |
| City | 696 | 742 | 469 | 358 | 375 |
| Hunter | 703 | 700 | 689 | 707 | 679 |
| John Jay | --- | --- | --- | --- | 652 |
| Lehman | 1,080 | 1,098 | 1,112 | 1,248 | 1,458 |
| Queens | 618 | 631 | 604 | 611 | 692 |
| York | 1,332 | 1,785 | 1,775 | 1,631 | 1,626 |
| Senior College Total | 5,014 | 5,677 | 5,406 | 5,260 | 6,336 |
| Comprehensive | | | | | |
| John Jay | 428 | 532 | 652 | 533 | --- |
| Medgar Evers | 425 | 365 | 457 | 489 | 256 |
| NYCCT | 755 | 651 | 706 | 722 | 673 |
| Staten Island | 420 | 427 | 565 | 705 | 717 |
| Comprehensive College Total | 2,028 | 1,975 | 2,380 | 2,449 | 1,646 |
| Community | | | | | |
| BMCC | 689 | 508 | 529 | 615 | 760 |
| Bronx | 259 | 309 | 370 | 587 | 555 |
| Hostos | 1,118 | 1,074 | 858 | 844 | 938 |
| Kingsborough | 9,715 | 9,232 | 7,906 | 7,972 | 8,463 |
| LaGuardia | 2,765 | 2,419 | 2,063 | 2,144 | 2,663 |
| Queensborough | 1,966 | 1,883 | 1,602 | 1,444 | 1,409 |
| Community College Total | 16,512 | 15,425 | 13,328 | 13,606 | 14,788 |
| University Total | 23,554 | 23,077 | 21,114 | 21,315 | 22,770 |

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 figures. Current year figures are estimates because spring data are not final at this time. Final data for the current year will be provided in next year's report. Figures for all years have been revised for the College of Staten Island, the comprehensive subtotal and university total to exclude students in CSI's Discovery Institute.

University Performance Management Process 2011-12 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, achieve successful completion rates, and increase the # of students who participate in more than one college credit course and/or precollege activity.

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

| | <u>2007-08</u> | <u>2008-09</u> | <u>2009-10</u> | <u>2010-11</u> | <u>Summer & Fall 2011</u> |
|--------------------------------------|----------------|----------------|----------------|----------------|-------------------------------|
| Senior | | | | | |
| Baruch | 93 | 95 | 92 | 94 | 93 |
| Brooklyn | 87 | 78 | 84 | 91 | 96 |
| City | 85 | 87 | 78 | 79 | 90 |
| Hunter | 87 | 89 | 86 | 91 | 93 |
| John Jay | --- | --- | --- | --- | 92 |
| Lehman | 96 | 96 | 96 | 95 | 97 |
| Queens | 92 | 89 | 89 | 94 | 96 |
| York | 89 | 91 | 88 | 88 | 89 |
| Senior College Average | 90 | 91 | 89 | 91 | 93 |
| Comprehensive | | | | | |
| John Jay | 73 | 80 | 90 | 93 | --- |
| Medgar Evers | 78 | 84 | 85 | 85 | 89 |
| NYCCT | 83 | 64 | 69 | 79 | 81 |
| Staten Island | 91 | 89 | 92 | 93 | 94 |
| Comprehensive College Average | 82 | 77 | 83 | 87 | 89 |
| Community | | | | | |
| BMCC | 58 | 76 | 77 | 83 | 75 |
| Bronx | 68 | 89 | 88 | 83 | 86 |
| Hostos | 87 | 87 | 85 | 89 | 82 |
| Kingsborough | 92 | 93 | 93 | 93 | 91 |
| LaGuardia | 82 | 82 | 86 | 86 | 87 |
| Queensborough | 93 | 91 | 96 | 90 | 82 |
| Community College Average | 88 | 90 | 91 | 90 | 89 |
| University Average | 88 | 89 | 90 | 90 | 90 |

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

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

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

Total Voluntary Support (annual amounts)

| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Senior | | | | | |
| Baruch | \$46,417,325 | \$13,354,232 | \$11,809,778 | \$12,880,451 | \$20,000,000 |
| Brooklyn | \$12,291,490 | \$7,095,776 | \$14,278,026 | \$26,003,508 | \$11,314,204 |
| City | \$62,556,378 | \$64,471,766 | \$29,701,234 | \$37,108,502 | \$43,641,310 |
| Hunter | \$17,418,812 | \$46,773,295 | \$16,367,149 | \$22,666,381 | \$28,000,000 |
| John Jay | --- | --- | --- | \$4,913,961 | \$11,000,000 |
| Lehman | \$2,951,176 | \$4,132,238 | \$4,488,716 | \$4,689,417 | \$5,391,542 |
| Queens | \$17,460,816 | \$16,834,958 | \$16,705,721 | \$24,494,165 | \$20,000,000 |
| York | \$623,145 | \$887,222 | \$498,329 | \$1,119,588 | \$1,162,619 |
| Senior College Total | \$159,719,142 | \$153,549,487 | \$93,848,953 | \$133,875,973 | \$140,509,675 |
| Comprehensive | | | | | |
| John Jay | \$3,468,672 | \$4,597,398 | \$8,583,287 | --- | --- |
| Medgar Evers | \$2,837,493 | \$3,887,678 | \$520,338 | \$230,024 | \$500,000 |
| NYCCT | \$1,521,788 | \$982,879 | \$1,035,285 | \$1,112,370 | \$825,351 |
| Staten Island | \$1,380,839 | \$1,412,030 | \$2,579,820 | \$3,485,255 | \$3,200,000 |
| Comprehensive College Total | \$9,208,792 | \$10,879,985 | \$12,718,730 | \$4,827,649 | \$4,525,351 |
| Community | | | | | |
| BMCC | \$2,013,362 | \$2,264,478 | \$2,296,934 | \$2,361,252 | \$2,200,000 |
| Bronx | \$1,648,799 | \$1,860,384 | \$1,612,546 | \$1,651,416 | \$1,978,371 |
| Hostos | \$920,651 | \$853,450 | \$855,811 | \$1,011,651 | \$1,130,000 |
| Kingsborough | \$1,339,893 | \$1,626,737 | \$1,745,379 | \$3,829,656 | \$1,700,000 |
| LaGuardia | \$728,674 | \$982,772 | \$2,291,248 | \$1,496,549 | \$1,855,000 |
| Queensborough | \$2,620,815 | \$2,862,322 | \$2,969,627 | \$3,319,024 | \$2,805,247 |
| Community College Total | \$9,272,194 | \$10,450,143 | \$11,771,545 | \$14,230,075 | \$13,268,618 |
| Graduate | | | | | |
| Graduate School | \$14,048,597 | \$5,383,347 | \$9,966,729 | \$4,497,657 | \$2,800,000 |
| School of Journalism | \$5,115,266 | \$1,974,297 | \$1,679,181 | \$7,453,546 | \$1,500,352 |
| Law School | \$968,847 | \$1,088,221 | \$1,231,778 | \$1,356,019 | \$1,776,197 |
| University Total | \$199,332,838 | \$184,030,336 | \$132,111,346 | \$169,009,896 | \$165,654,193 |

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

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Colleges will improve or maintain sound financial management and controls.

General Administration Costs

| | Amount | | | | Percent of Total | | | |
|----------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------|----------------|----------------|----------------|
| | <u>FY2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> |
| Senior | | | | | | | | |
| Baruch | \$7,677,759 | \$7,243,226 | \$7,524,534 | \$6,876,131 | 7.4 | 6.9 | 6.9 | 6.5 |
| Brooklyn | \$7,055,560 | \$7,281,612 | \$7,282,097 | \$6,206,902 | 6.3 | 6.3 | 6.1 | 5.4 |
| City | \$6,976,236 | \$7,495,839 | \$7,862,564 | \$8,379,868 | 5.4 | 5.7 | 5.7 | 6.2 |
| Hunter | \$9,169,877 | \$9,431,240 | \$9,472,225 | \$8,565,236 | 6.9 | 6.9 | 6.5 | 5.7 |
| John Jay | --- | --- | --- | \$6,540,557 | --- | --- | --- | 7.9 |
| Lehman | \$4,170,532 | \$3,868,044 | \$4,335,890 | \$4,562,261 | 5.4 | 4.9 | 5.0 | 5.3 |
| Queens | \$7,242,914 | \$6,474,324 | \$8,086,647 | \$7,217,915 | 6.1 | 5.4 | 6.2 | 5.7 |
| York | \$5,147,699 | \$4,349,905 | \$4,995,713 | \$4,145,131 | 11.0 | 9.0 | 9.4 | 8.0 |
| Senior College Total/Avg | \$47,440,578 | \$46,144,190 | \$49,559,670 | \$52,494,000 | 6.6 | 6.3 | 6.3 | 6.1 |
| Comprehensive | | | | | | | | |
| John Jay | \$6,533,244 | \$6,411,860 | \$6,860,722 | --- | 8.4 | 7.7 | 7.9 | --- |
| Medgar Evers | \$6,675,574 | \$5,629,224 | \$5,305,255 | \$5,403,414 | 14.8 | 12.3 | 10.8 | 10.7 |
| NYCCT | \$4,959,967 | \$5,190,483 | \$5,615,103 | \$5,190,125 | 6.7 | 6.8 | 6.7 | 6.4 |
| Staten Island | \$4,969,216 | \$5,228,326 | \$5,709,361 | \$5,434,496 | 6.3 | 6.2 | 6.4 | 6.2 |
| Comprehensive College Total/Avg | \$23,138,000 | \$22,459,893 | \$23,490,441 | \$16,028,035 | 8.4 | 7.8 | 7.6 | 7.3 |
| Community | | | | | | | | |
| BMCC | \$13,785,038 | \$15,631,736 | \$5,494,607 | \$5,477,813 | 14.9 | 14.7 | 4.8 | 4.8 |
| Bronx | \$5,588,380 | \$5,686,690 | \$5,826,634 | \$6,458,164 | 9.7 | 9.3 | 8.9 | 9.7 |
| Hostos | \$3,974,827 | \$4,195,948 | \$4,862,246 | \$4,262,750 | 9.7 | 9.5 | 10.2 | 9.1 |
| Kingsborough | \$4,974,770 | \$4,971,085 | \$5,901,487 | \$5,840,627 | 6.6 | 6.4 | 6.8 | 6.7 |
| LaGuardia | \$5,665,386 | \$6,444,486 | \$7,088,432 | \$6,886,105 | 6.9 | 7.5 | 7.6 | 7.3 |
| Queensborough | \$3,917,933 | \$4,154,289 | \$4,097,631 | \$4,177,241 | 6.1 | 5.8 | 5.1 | 5.3 |
| Community College Total/Avg | \$37,906,334 | \$41,084,234 | \$33,271,037 | \$33,102,699 | 9.2 | 9.2 | 6.8 | 6.8 |
| Graduate | | | | | | | | |
| Graduate School | \$3,354,976 | \$4,767,649 | \$3,665,178 | \$3,672,997 | 3.2 | 3.6 | 3.4 | 3.3 |
| University Total/Avg | \$111,839,888 | \$114,455,967 | \$109,986,326 | \$105,297,732 | 7.4 | 7.1 | 6.5 | 6.3 |

Note: FY2010 "Percent of Total" has been revised since the 2010-11 PMP to correct community college vacation accruals. Data for FY 2012 will be available in next year's report. Dollar amounts reflect expenditures for president and provost offices, legal services, fiscal operations, campus development, and grants office.

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Colleges will improve or maintain sound financial management and controls.

General Institutional Services Costs

| | Amount | | | | Percent of Total | | | |
|----------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------|-------------|------------|------------|
| | FY 2010 | FY 2009 | FY 2010 | FY 2011 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
| Senior | | | | | | | | |
| Baruch | \$10,933,931 | \$10,191,530 | \$11,495,562 | \$11,445,695 | 10.6 | 9.8 | 10.5 | 10.8 |
| Brooklyn | \$12,505,208 | \$11,344,262 | \$11,905,467 | \$11,168,612 | 11.2 | 9.8 | 10.0 | 9.6 |
| City | \$10,911,540 | \$13,170,849 | \$11,767,383 | \$11,205,185 | 8.5 | 9.9 | 8.6 | 8.3 |
| Hunter | \$11,282,248 | \$10,909,586 | \$11,486,059 | \$13,023,423 | 8.4 | 8.0 | 7.9 | 8.7 |
| John Jay | --- | --- | --- | \$6,984,796 | --- | --- | --- | 8.4 |
| Lehman | \$7,379,239 | \$6,926,287 | \$7,782,152 | \$7,087,091 | 9.6 | 8.7 | 9.1 | 8.3 |
| Queens | \$12,814,363 | \$11,788,245 | \$12,902,159 | \$12,986,000 | 10.8 | 9.9 | 9.9 | 10.3 |
| York | \$5,197,739 | \$5,624,407 | \$6,288,783 | \$6,357,071 | 11.1 | 11.6 | 11.9 | 12.3 |
| Senior College Total/Avg | \$71,024,267 | \$69,955,165 | \$73,627,565 | \$80,257,875 | 9.9 | 9.5 | 9.4 | 9.4 |
| Comprehensive | | | | | | | | |
| John Jay | \$7,281,030 | \$7,566,881 | \$7,041,246 | --- | 9.3 | 9.1 | 8.1 | --- |
| Medgar Evers | \$2,699,319 | \$3,126,774 | \$3,473,936 | \$4,055,270 | 6.0 | 6.9 | 7.1 | 8.0 |
| NYCCT | \$6,588,042 | \$6,632,557 | \$7,456,819 | \$6,503,072 | 8.9 | 8.7 | 8.8 | 8.0 |
| Staten Island | \$7,929,913 | \$8,165,614 | \$9,113,880 | \$8,942,442 | 10.0 | 9.7 | 10.2 | 10.2 |
| Comprehensive College Total/Avg | \$24,498,304 | \$25,491,826 | \$27,085,881 | \$19,500,783 | 8.9 | 8.8 | 8.8 | 8.9 |
| Community | | | | | | | | |
| BMCC | \$9,133,409 | \$10,696,504 | \$12,502,521 | \$12,137,110 | 9.9 | 10.1 | 11.0 | 10.6 |
| Bronx | \$5,594,525 | \$6,522,122 | \$6,113,370 | \$5,896,065 | 9.7 | 10.7 | 9.3 | 8.9 |
| Hostos | \$5,571,989 | \$5,894,444 | \$5,672,175 | \$5,564,971 | 13.6 | 13.4 | 11.9 | 11.9 |
| Kingsborough | \$6,992,720 | \$7,036,379 | \$7,473,643 | \$6,881,037 | 9.3 | 9.0 | 8.6 | 7.8 |
| LaGuardia | \$8,855,132 | \$9,725,163 | \$10,381,857 | \$9,511,347 | 10.8 | 11.3 | 11.1 | 10.1 |
| Queensborough | \$5,098,196 | \$6,441,296 | \$6,175,037 | \$6,364,833 | 7.9 | 9.0 | 7.7 | 8.0 |
| Community College Total/Avg | \$41,245,971 | \$46,315,907 | \$48,318,603 | \$46,355,362 | 10.0 | 10.3 | 9.9 | 9.5 |
| Graduate | | | | | | | | |
| Graduate School | \$8,454,266 | \$9,917,077 | \$8,711,025 | \$7,923,154 | 8.1 | 7.5 | 8.1 | 7.1 |
| University Total/Avg | \$145,222,808 | \$151,679,975 | \$157,743,073 | \$154,037,174 | 9.6 | 9.5 | 9.4 | 9.2 |

Note: FY2010 "Percent of Total" has been revised since the 2010-11 PMP to correct community college vacation accruals. Data for FY 2012 will be available in next year's report. Dollar amounts reflect expenditures for mail and printing, institutional research, public relations, computing and telephone services, and security.

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Colleges will improve or maintain sound financial management and controls.

Maintenance and Operations Costs

| | Amount | | | | Percent of Total | | | |
|----------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------|-------------|-------------|-------------|
| | FY 2008 | FY 2009 | FY 2010 | FY 2011 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
| Senior | | | | | | | | |
| Baruch | \$7,712,059 | \$7,522,056 | \$7,068,896 | \$6,414,522 | 7.4 | 7.2 | 6.4 | 6.0 |
| Brooklyn | \$12,169,119 | \$10,939,553 | \$10,600,717 | \$9,048,136 | 10.9 | 9.5 | 8.9 | 7.8 |
| City | \$17,311,304 | \$13,924,194 | \$12,594,081 | \$12,540,962 | 13.5 | 10.5 | 9.2 | 9.2 |
| Hunter | \$16,385,876 | \$15,499,603 | \$14,898,427 | \$13,488,937 | 12.3 | 11.3 | 10.2 | 9.0 |
| John Jay | --- | --- | --- | \$4,928,520 | --- | --- | --- | 5.9 |
| Lehman | \$8,871,165 | \$8,889,803 | \$9,142,212 | \$7,333,404 | 11.5 | 11.2 | 10.6 | 8.6 |
| Queens | \$14,937,255 | \$13,199,630 | \$14,115,408 | \$12,577,452 | 12.6 | 11.1 | 10.8 | 9.9 |
| York | \$5,469,031 | \$5,558,695 | \$5,608,601 | \$4,697,115 | 11.7 | 11.5 | 10.6 | 9.1 |
| Senior College Total/Avg | \$82,855,808 | \$75,533,534 | \$74,028,342 | \$71,029,048 | 11.5 | 10.3 | 9.5 | 8.3 |
| Comprehensive | | | | | | | | |
| John Jay | \$5,203,502 | \$5,789,555 | \$5,387,953 | --- | 6.7 | 7.0 | 6.2 | --- |
| Medgar Evers | \$4,045,013 | \$4,023,807 | \$4,456,664 | \$5,634,514 | 8.9 | 8.8 | 9.1 | 11.1 |
| NYCCT | \$4,588,988 | \$4,375,275 | \$4,861,592 | \$4,511,911 | 6.2 | 5.7 | 5.8 | 5.6 |
| Staten Island | \$10,087,150 | \$10,306,817 | \$9,043,893 | \$7,227,304 | 12.8 | 12.3 | 10.1 | 8.2 |
| Comprehensive College Total/Avg | \$23,924,653 | \$24,495,454 | \$23,750,102 | \$17,373,730 | 8.7 | 8.5 | 7.7 | 7.9 |
| Community | | | | | | | | |
| BMCC | \$10,358,527 | \$9,939,208 | \$22,302,070 | \$21,719,927 | 11.2 | 9.3 | 19.6 | 19.0 |
| Bronx | \$7,659,922 | \$7,549,849 | \$8,074,022 | \$8,892,803 | 13.3 | 12.4 | 12.3 | 13.4 |
| Hostos | \$4,698,719 | \$5,431,108 | \$5,715,785 | \$5,331,833 | 11.4 | 12.3 | 12.0 | 11.4 |
| Kingsborough | \$9,877,189 | \$9,756,639 | \$10,003,139 | \$8,608,116 | 13.2 | 12.5 | 11.5 | 9.8 |
| LaGuardia | \$8,823,428 | \$8,928,043 | \$10,353,137 | \$11,984,089 | 10.8 | 10.3 | 11.0 | 12.7 |
| Queensborough | \$6,657,458 | \$6,841,304 | \$7,012,913 | \$6,576,800 | 10.3 | 9.5 | 8.7 | 8.3 |
| Community College Total/Avg | \$48,075,243 | \$48,446,151 | \$63,461,066 | \$63,113,569 | 11.7 | 10.8 | 13.0 | 12.9 |
| Graduate | | | | | | | | |
| Graduate School | \$8,088,922 | \$7,680,242 | \$6,955,002 | \$5,967,589 | 7.7 | 5.8 | 6.4 | 5.3 |
| University Total/Avg | \$162,944,627 | \$156,155,381 | \$168,194,512 | \$157,483,936 | 10.8 | 9.7 | 10.0 | 9.4 |

Note: FY2010 "Percent of Total" has been revised since the 2010-11 PMP to correct community college vacation accruals. Data for FY 2012 will be available in next year's report. Dollar amounts reflect expenditures for administrative, maintenance and custodial activities associated with the college's physical plant.

University Performance Management Process 2011-12 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.5 Contract/grant awards will increase.

Percentage of Total Award Dollars that are for Research

| | <u>FY 2008</u> | <u>FY 2009</u> | <u>FY 2010</u> | <u>FY 2011</u> | <u>FY 2012</u> |
|------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Senior | | | | | |
| Baruch | 57.0 | 33.1 | 42.4 | 29.2 | 23.2 |
| Brooklyn | 50.2 | 34.2 | 55.9 | 51.9 | 67.9 |
| City | 74.2 | 79.4 | 83.4 | 81.5 | 77.2 |
| Hunter | 56.2 | 51.2 | 61.5 | 59.7 | 52.2 |
| John Jay | --- | --- | --- | --- | 40.0 |
| Lehman | 22.1 | 11.6 | 14.7 | 20.1 | 23.0 |
| Queens | 62.2 | 50.6 | 67.6 | 57.0 | 66.8 |
| York | 33.8 | 16.8 | 24.0 | 28.5 | 15.2 |
| Senior College Total | 58.1 | 52.3 | 61.4 | 60.4 | 58.0 |
| Comprehensive | | | | | |
| John Jay | 39.9 | 31.2 | 33.7 | 37.8 | --- |
| Medgar Evers | 6.8 | 5.1 | 15.9 | 12.3 | 12.9 |
| NYCCT | 2.4 | 2.5 | 1.6 | 0.0 | 5.6 |
| Staten Island | 28.7 | 27.3 | 34.6 | 31.6 | 42.4 |
| Comprehensive College Total | 24.2 | 20.1 | 24.8 | 23.5 | 20.1 |
| Community | | | | | |
| BMCC | 0.8 | 0.8 | 2.6 | 0.9 | 9.4 |
| Bronx | 0.1 | 0.1 | 0.1 | 1.7 | 0.1 |
| Hostos | 0.3 | 0.2 | 3.6 | 1.9 | 2.3 |
| Kingsborough | 9.9 | 8.9 | 11.6 | 9.0 | 1.7 |
| LaGuardia | 4.6 | 7.2 | 6.3 | 5.4 | 5.8 |
| Queensborough | 5.1 | 9.5 | 20.0 | 8.1 | 3.5 |
| Community College Total | 3.6 | 4.9 | 6.0 | 4.3 | 3.5 |
| Graduate | | | | | |
| Graduate School | 46.1 | 46.7 | 46.6 | 37.6 | 40.4 |
| School of Journalism | 3.2 | 3.8 | 0.0 | 0.0 | 0.0 |
| Law School | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| University Total | 42.7 | 39.2 | 42.9 | 42.5 | 43.5 |

Note: This indicator is calculated as research dollars divided by total awards for a given fiscal year. FY 2011 figures have been revised from last year's PMP report to reflect final data and FY2012 figures are preliminary.